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ABSTRACT

The purpose of this project was to provide total rehabilitation services to a group of handicapped inmates of the State Penitentiary System in order to demonstrate the effectiveness of returning them to society as productive citizens. This was to be accomplished by evaluating the rehabilitation potential of inmates, providing psychological and psychiatric treatment, providing a total vocational rehabilitation program, and providing job placement and followup services. Specific conclusions from the project were that: (1) Many public offenders can be rehabilitated, (2) No hard and fast criteria or cut off points can be specified, (3) Selection procedures for clients from correctional institutions need to be carefully evaluated on a periodic basis, and (4) Long programs of vocational training after the inmate has left the institution are not desirable. After the project, a decision was made to initiate a permanent program of rehabilitation services in the penitentiary. (Author/GEB)

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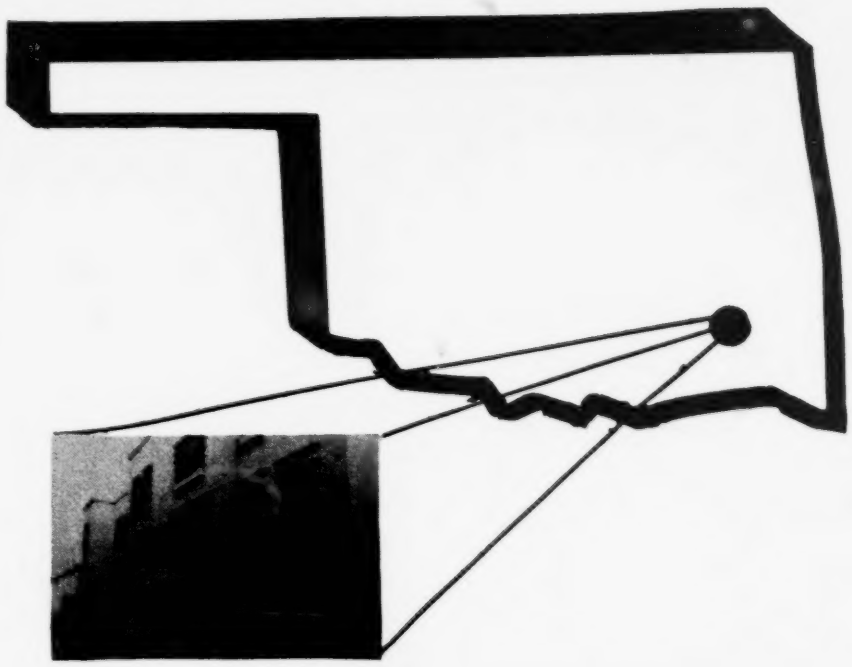
REHABILITATION OF THE ADULT OFFENDER

VOCATIONAL REHABILITATION SERVICES IN A STATE PENITENTIARY SYSTEM



OKLAHOMA REHABILITATION SERVICE AND
OKLAHOMA STATE PENITENTIARY

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Final Report of a Research and Demonstration Project

Conducted by the
Oklahoma Vocational Rehabilitation Service
and the
Oklahoma State Penitentiary

January 1, 1964 to June 30, 1967

Vocational Rehabilitation Services in a State Penitentiary System

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Washington, D. C.

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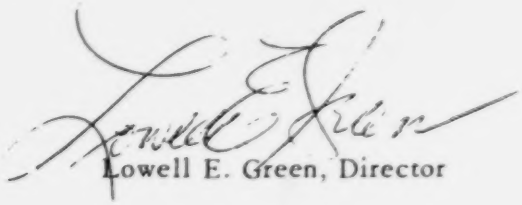
FOREWORD

Each research and demonstration project presents a challenge, and the project initiated at the Oklahoma State Penitentiary was no exception. Only through the cooperative efforts of the penitentiary and rehabilitation personnel assigned to the project could such a program be accomplished.

Extensive counseling and orientation brought about, in the inmate, an acceptance of the program of services offered by the project team. They accepted the program and its goals as a new way of life and hope, and they accepted the fact that their "hidden disability" was a hindering factor in life. Perhaps most important, they accepted some of the responsibility for changing their lives.

This study has been of significant importance in setting guidelines and goals for future rehabilitation methods to be followed in rehabilitating this disability group, and has brought about an understanding of the problems facing the inmate not only while he is institutionalized but at the time he is released from prison and is again looking at the world from the outside. If nothing more has been accomplished than understanding these problems, this project will have been a success.



Lowell E. Green, Director

ACKNOWLEDGEMENTS

It is impossible to express gratitude to each of the individuals, groups, and agencies who participated in this research and demonstration project; nonetheless, we should like to mention a few of those whose assistance has made this study successful.

We should like to acknowledge the cooperation and assistance given by John N. Happy Camp, Chairman of the Oklahoma State Board of Public Affairs; Ted H. Parkinson, former Chairman of the Oklahoma State Board of Public Affairs; W. J. (Tex) Bynum. Director of the State Pardon and Parole Department; Arnold E. Pontesso, Director of the Department of Corrections, and his staff; Ray Page, Warden, Oklahoma State Penitentiary; Voyle C. Scurlock, former Director of the Oklahoma Vocational Rehabilitation Service, and Lowell E. Green, Director of the Oklahoma Vocational Rehabilitation Service. Their cooperation and willingness to make changes in their traditional programs helped make this demonstration possible.

Our special thanks are extended to the Psychology Department, Oklahoma University, for its consultation and guidance in the field of psychology. We especially would like to express appreciation to Marcus S. Barker, M.D., for his consultation and guidance in the area of psychiatry.

A special thanks goes to personnel of the Oklahoma State Employment Service for their help in administering tests.

We are especially appreciative of the splendid cooperation received from the Department of Public Welfare who cooperated with the project team in providing assistance to those inmates with families who left the institution on a training program.

Appreciation is expressed to the many employers who provided employment to inmates leaving the penitentiary. Through their understanding and acceptance, many persons have been returned to society.

We are particularly indebted to the Medical Department at Oklahoma State Penitentiary for furnishing medical examinations to clients.

Our greatest debt is to the teachers, counselors, and Penitentiary personnel assigned to the project, who gave untold hours of their time to promote the project.

HIGHLIGHTS

1. The potential for rehabilitation exists in a large number of inmates of State institutions.
2. Public offenders are individuals and no hard and fast rules based on their being offenders are effective in the selection of clients.
3. Knowledge and skills are available to provide effective rehabilitation services to many inmates of correctional institutions.
4. Services from many agencies and individuals are required to develop an effective rehabilitation program for this group.
5. The services available will largely determine the kind and number of clients who can be accepted.
6. Provision of services to this group is expensive in terms of time and professional staff, not case service.
7. Long term training programs after the client has left the institution are generally not effective.
8. Responsibility for his own rehabilitation and recognition of the need for change must be either present or instilled in the client if rehabilitation efforts are to succeed.

NONDISCRIMINATION

The Oklahoma State Penitentiary is in accordance with Title VI of the Civil Rights Act of 1964. Form HEW-441 has been signed and is on file in Washington, D.C.

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Chapter I

INTRODUCTION

There are two factors which are important in the formation of human groups: the first involves the direct or indirect selection of a leader or leaders, and the second concerns the acquisition of a code of behavior which will govern and guide behavior for the mutual benefit of all group members. The history of individual disregard for these standards or norms is as old as the recorded history of man.

In primitive times it was the custom for an individual to deal at his own discretion with offenses committed against him. This often resulted in retaliation which exceeded the original wrong, so attempts were made to limit retribution to the extent of the injury; hence the ancient code of "an eye for an eye and a tooth for a tooth." Later, individual retaliation was no longer approved and deviate behavior became a public rather than a private matter with the State inflicting punishment on the offender.

During the Middle Ages punishment by death was a frequently used penalty. The death penalty was exacted in various ways including hanging, beheading, burning, and drawing and quartering. Also, mutilation, branding, flogging, and public humiliation through the use of stocks and pillories were common methods of punishment for crimes not deserving of death. Banishment was another attempted solution to the problem of crime. France sent many criminals to Devil's Island in French Guiana while England Shipped offenders to Australia and the North American colonies. Jails and workhouses were used only to detain accused persons and to confine vagrants and debtors.

Eventually, there was a public reaction against the severity and inequity of these methods of exacting retribution, especially among the Quakers who had frequently been victims, due to their religious beliefs, of many of these forms of retribution. As a result, in the early 1790's many reforms were written into Pennsylvania law including imprisonment, instead of corporal or capital punishment, for all crimes except first degree murder. This period marked the beginning of the American prisons which were later to develop into our present correctional systems.

The first American penitentiary was the Walnut Street Jail in Philadelphia which consisted of a cell block with three tiers of eight cells each. Under the new laws existing jails soon became overcrowded and suffered from deplorable sanitary conditions. It was soon necessary to build new penitentiaries to alleviate the situation. The New York State Prison at Auburn was constructed in 1819, and the Eastern Penitentiary in Philadelphia was erected in 1829. Both became world famous for their differing methods of treating inmates. In the Eastern Penitentiary each man was confined twenty-four hours a day by himself in a small cell with exercise yard. The emphasis was on giving him time to meditate and become penitent for his behavior. On the other hand, at Auburn, inmates were confined at night in single cells but worked in congregate shops during the day. Silence was the rule at all times. In both institutions, the cells were poorly lit and ventilated, the food was poor and insufficient, and conditions generally were unsanitary and treatment was inhumane. European prisons generally followed the Pennsylvania plan while in the United States the Auburn method of confinement proved to be more popular.

Little improvement occurred during the Nineteenth Century. Inmate labor was misused and exploited, and little, if any, effort was made toward improvement of conditions. The one bright spot occurred in 1870 when the National Prison Association, meeting in Cincinnati, published its now famous Declaration of Principles. They were advanced to the point that they are still applicable today. Shortly thereafter, the New York State Reformatory at Elmira was opened with a program having rehabilitation and reformation as its principal aim. A form of parole was used here for the first time in the United States. Unfortunately, the program at Elmira did not accomplish what had originally been envisioned, and American corrections settled down once again into a long period of little progress.

In 1930 there was some impetus for prison reform due to a complete reorganization in the federal prison system. These prisons were raised from the status of a backward, neglected, and at times corrupt system to one of eminence. It was at this time that the United States Bureau of Prisons began to set the standards for improved conditions nationwide.

While physical punishment and isolation have both proved to be poor deterrents for the commission of

crimes, they are still incorporated in some contemporary prisons. However, several states have tried to emulate the advances of the federal system by appropriating large sums of money in an attempt to modify and revamp their systems.

The word rehabilitation itself is somewhat of a semantic barrier for those involved in correctional work. This often stems from the philosophy of the administrative staff which is responsible for the maintenance of the institutions. Some hold to the theory that public offenders cannot be rehabilitated, and can be expected to revert to their former style of life once they are released. The newer trend, however, seems to encompass more psychological and sociological principles in the belief that a portion of inmates can and have been rehabilitated. The more modern methods have stressed the importance of pre-sentence investigations, social and psychological evaluations upon entrance to an institution, and treatment or therapy for each individual inmate. These systems usually have a rather high percentage of parole and an even higher percentage of probation for first offenders.

Traditionally there has been a lack of money to adequately maintain and operate correctional institutions. For the most part, state legislatures have been extremely restrictive with funds allotted being sufficient only for maintenance of inmates and minimum upkeep of deteriorating physical plants. Few appropriations have been made in order to find new methods and to provide equipment and staff for the total rehabilitation of an inmate population. Some authorities on the other hand, have assumed that a progressive rehabilitation program for inmates, a higher percentage of parole, adequate job placement, and positive rehabilitative efforts by the inmate himself would result in monetary savings to the society which incarcerates him. Another concern expressed by many individuals in the correctional area is the education of employees and professional people in various penal systems so they will accept a more progressive philosophy. They believe that in-service training should be provided to restructure personal philosophies and to provide a greater understanding of the inmate as a human being.

Experience has suggested that the rehabilitative process in correctional institutions is a many faceted endeavor. The general goal of rehabilitation is the

improvement of the inmate's vocational, academic, and social skills, as well as attitudes, so that he may readjust and function in contemporary society.

Prior to the initiation of the Division of Vocational Rehabilitation project in 1961, rehabilitation services to the public offender in Oklahoma were limited. These individuals were provided Vocational Rehabilitation services only if they were referred to a field counselor following incarceration and eligibility on the basis of physical disability was established. Few, if any, were aware of the services offered by Vocational Rehabilitation and almost none availed themselves of these services.

The present rehabilitation program was conceived during the 1959-1961 interim of the Oklahoma State Legislature. Several meetings were held during that period with members of the Special Legislative Committee on Rehabilitation services, the Committee on Penal and Eleemosynary Institutions, the State Board of Public Affairs, the State Pardon and Parole Board, the Division of Vocational Rehabilitation, and the Oklahoma State University School of Technical Training. From these meetings came the idea of a vocational rehabilitation program embracing the provision of services by all involved agencies. This idea was incorporated into a Demonstration Grant application which was funded by the Vocational Rehabilitation Administration. This project, RD #949, was instituted in the Oklahoma State Reformatory.

In 1963 at the request of the State Board for Public Affairs consideration was given to the establishment of a similar program at the Oklahoma State Penitentiary. The State Penitentiary is the only other institution for incarceration of adult felons in the State.

During territorial days, because of rapid settlement and lack of governmental facilities, there was no central institution for the confinement of its prisoners. For this purpose the territorial governments had placed their prisoners with the State of Kansas for confinement. The first contract with Kansas was dated in 1890. In this contract it was agreed to pay Kansas twenty-five cents per day for each prisoner confined in the Kansas State Penitentiary at Lansing. By 1908 the total number of inmates had increased to 575 and the Kansas Prison facilities were overtaxed to care for them. As early as 1904 sufficient funds were available to build a penitentiary, but certain provisions in the Congres-

sional appropriations for public buildings in the Territories prohibited it. When statehood was granted, the first Legislature authorized return of the state prisoners from Kansas and appropriated sufficient money for temporary housing. A site was selected in McAlester which is located in the Southeastern part of the State in what was then a coal mining region. At that time McAlester appeared to be in a rapidly developing area which was easily accessible by roads and rail. The original soil on which the Penitentiary now stands was Indian land belonging to the Choctaw tribe.

In 1908 the first group of men were transferred from Lansing, Kansas, by rail in the famous old steel Pullman car with barred doors and windows which was nicknamed "Ten-spot" because of the number on its side. Previously this Pullman had been used to transfer Federal prisoners among various institutions in the United States. Fifty men comprised the first contingent to McAlester and they were temporarily housed in the old Federal jail. In 1909 the State Legislature appropriated funds for the construction of a permanent prison. Prisoners were used in the construction work, with those prisoners whose conduct would not permit their use outside being confined in the Federal Jail in McAlester, pending completion of the permanent building. In order to discourage escape attempts an electric fence, which delivered a fatal charge when touched, was placed around the stockade. The walls were built first and the various cell houses and rotunda followed. The old Federal Jail in McAlester continued to be used as a receiving station for prisoners until as late as 1911.

At the present time there are approximately 2500 inmates in the main institution at McAlester or at one of the three satellite trustee facilities. There is a trustee building located outside the walls of the main prison, a Vocational Training School at Stringtown, thirty-five miles south of McAlester, and the McLeod Honor Farm located south of Farris, Oklahoma.

Prison statistics for 1963 indicated that the total population included inmates who had been incarcerated for one or more of fifty-five different offenses. Sentences, excluding the death penalty, ranged from one month to life imprisonment. The average educational level of incoming inmates was the eighth grade. The prison provided facilities for the acquisition of an

eighth grade education in a formal school program Some vocational training was offered at the main institution and at Stringtown and McLeod. Oklahoma State Industries, a division of the Oklahoma State Penitentiary, had nine separate operations, all combined under the supervision of a Director of Industries. These operations included a Book Bindery, Brick Plant, Broom and Mattress Factory, Canning Plant, Carpenter Shop, Garment Factory, Soap and Paint Factory, Print Shop, and Automobile License and Sign Plant.

There was a large agricultural production program which included cattle, dairy, poultry, swine, and operation of a feed mill. Truck farming operations were conducted on a large scale with the produce being used as food for the inmates and also providing the basic materials for the canning plant operated by the industries program.

The institution employed one full-time and one part-time Chaplain. A small library accessible to the inmate population was maintained at the main institution and each of the trustee facilities.

A Pardon and Parole Board, appointed by the Governor, met in the Penitentiary or the Reformatory two days each month to consider inmates for paroles, commutations, and leaves of absence. The rate of parole was one of the lowest in the nation.

Final administrative responsibility for maintenance and operation of the State Penitentiary was vested in the State Board of Public Affairs appointed by the Governor.

The Oklahoma Rehabilitation Service, since its founding in 1925, has experienced all the normal changes that an expanding agency undergoes. During the formative periods of the Agency, services were restricted to the orthopedically crippled. Disabilities such as diabetes, cardiac involvements, and convulsive disorders were, however, just as disabling and constituted as serious a vocational handicap as an orthopedic condition. Consequently, services were extended to individuals with so-called "hidden disabilities." Public Law 113, enacted by Congress in 1943, resulted in further expansion of rehabilitation services to the mentally retarded and the emotionally disturbed.

Specialized programs for the mentally retarded have been developed in the public school settings utilizing

a cooperative approach between the Vocational Rehabilitation Division and the local Board of Education. Cooperative programs have also been developed within the State mental hospitals providing for combining the resources of the State Department of Mental Health and the Division of Vocational Rehabilitation. Demonstration Project #949 indicated the feasibility of providing rehabilitation services to inmates of a State reformatory through the cooperation of the staff of the Reformatory and the Division.

Against this background the administrative staff of the Oklahoma State Penitentiary, the State Board of Public Affairs, and the Administrative Staff of the Division of Vocational Rehabilitation designed a demonstration project serving inmates of the State Penitentiary.

The purpose of the project was "to provide total rehabilitation services to a group of handicapped inmates of the State Penitentiary System in order to demonstrate the effectiveness of such services in returning the inmates to society as productive citizens." This was to be accomplished by developing an effective method of evaluating the rehabilitation potential of penitentiary inmates, providing psychological and psychiatric treatment, integrating the available vocational training into a total vocational rehabilitation program, and providing job placement and follow-up to this group of disabled individuals.

Some additional aims of the project were to offer a number of social services to the individual inmate in an attempt to modify his attitudes, to assist him in job placement and training after his release, and to assist him in adapting to society in an acceptable manner.

Across the nation most of the Vocational Rehabilitation programs which serve the public offender are part of the regular activities of the State Vocational Rehabilitation agencies. While no two programs are exactly the same, most of these agencies have organized their programs along one or more basic approaches. First, some have developed cooperative programs with courts, pardon and parole, and police agencies. A second approach has been to augment existing institutional programs by assigning correctional caseloads to counselors in local rehabilitation offices. Thirdly, some agencies have established separate rehabilitation units within correctional institutions.

The first approach used in providing services for the public offender involves cooperation between the State Vocational Rehabilitation Agency, the courts, the parole agency and other related correctional agencies. Several states, including Texas, Colorado, Alabama, Rhode Island, and the District of Columbia, have programs established along these lines. In Alabama, for example, courts in Birmingham and Montgomery may refer disabled public offenders to the Alabama Division of Vocational Rehabilitation for services.

Several states including Oklahoma, Texas, Connecticut, Wyoming, Arizona, and Colorado have developed programs that follow the second approach. These states have assigned full-time counselors to some correctional institutions and others are visited regularly. Wherever feasible, state vocational rehabilitation agencies are planning for the full-time assignment of counselors to correctional institution programs.

Thirdly, some state agencies such as Oklahoma, Georgia, South Carolina, and California, are attempting to provide comprehensive services by establishing separate rehabilitation units in the correctional institutions. These units usually include a wide range of services which extend from the time a person is convicted, through his incarceration, and until some time after his release. Services provided by these units include screening, vocational appraisal, prevocational evaluation, physical restoration, prevocational training, specific vocational training, counseling and guidance, and job placement and follow-up.

Chapter II

THE PROGRAM

The development of the program of services within this demonstration project followed the usual pattern of new program development. During the course of the demonstration many types of approaches were used in an effort to find the combination that gave the best results for the particular environmental, historical, and social setting in which the program operated. Many processes developed in the earlier reformatory project were used, then modified, as conditions warranted, to meet the different needs of this institution. The demonstration grant, RD #1387, began on January 1, 1964 and continued through June 30, 1967.

Staff

Recruitment of an adequate professional staff proved to be one of the major problems encountered in this program. The original application specified a project director, a psychologist and a rehabilitation counselor at the main institution, a rehabilitation counselor and a psychologist at the Stringtown training facility, two follow-up counselors located outside the institution, and a one-half time psychiatrist to maintain responsibility for the total treatment program. One additional staff member was to be assigned by the Oklahoma State Penitentiary to serve as coordinator between the institutional and rehabilitation agency staff.

The project director, a counselor for the Vocational Rehabilitation Division with a number of years experience, was the first member of the project team to be appointed. Concurrent with this appointment, the administrative staff of the penitentiary designated an experienced staff member to serve as coordinator. Difficulty in obtaining the additional staff became apparent immediately. The feeling existed that staff members should have experience either in a correctional setting or in rehabilitation. The impossibility of securing such experienced individuals was soon recognized and efforts turned to locating appropriate people without experience.

The program began actual processing of cases in late January 1964. The initial staff consisted of the project director, coordinator, and an inexperienced rehabilitation counselor at the main institution, an experienced rehabilitation counselor and an inexperienced master's degree level psychologist at the training institution, and one follow-up counselor. There was no possibility of obtaining psychiatric services on a one-half time basis and all efforts at

securing a clinical psychologist at the main institution proved fruitless. A part-time psychiatric consultant and a part-time psychological consultant were obtained. In order to conserve time of these individuals, an airplane was chartered to transport them from Oklahoma City to the Penitentiary.

Of the initial staff, only three people remained at the completion of the program. The project director and the rehabilitation counselor at the main institution and the psychiatric consultant were those who were present throughout the program. This problem is illustrated by the following table of personnel changes.

PERSONNEL CHANGES

POSITION	MC ALESTER PROJECT EMPLOYMENT BEGAN	ENDED
Project Director	Jan. 1964 *	Sept. 1967 **
Supervisor	Jan. 1964 *	Oct. 1966
Counselor	Jan. 1964 *	Sept. 1967 **
Follow-Up Counselor	Jan. 1964 *	Oct. 1964
Counselor	Jan. 1964 *	Aug. 1965
Psychiatric Consultant	Jan. 1964 *	Sept. 1967 **
Psychologist	Jan. 1964 *	July 1964
Psychological Consultant	April 1964	June 1964
Follow-Up Counselor	July 1964	Jan. 1966
Psychologist	July 1964	Dec. 1964
Psychologist	Oct. 1964	Sept. 1967 **
Follow-Up Counselor	Oct. 1964	Aug. 1966
Psychologist	Jan. 1965	Dec. 1965
Psychologist	Jan. 1966	Dec. 1966
Follow-Up Counselor	Jan. 1966	Sept. 1967 **
Follow-Up Counselor	Aug. 1966	May 1967
Follow-Up Counselor	Aug. 1967	Sept. 1967 **

* Beginning date of project
** Ending date of project

Several factors have been identified as causes of the extensive personnel changes experienced in this project. Perhaps the most important of these causes is the geographical location of the institution. The Oklahoma State Penitentiary is located approximately 120 miles southeast of Oklahoma City and approximately the same distance south of Tulsa. Attracting professional, qualified personnel to an area this distance from either of the metropolitan areas of this State was exceedingly difficult. Another area of difficulty in staffing this program was the particular kind of individual who was needed.

This individual had to be professionally adequate and also had to possess those personality characteristics conducive to working in a correctional institution. The shortage of psychologists within the State necessitated the development of a cooperative arrangement with Oklahoma University Department of Psychology. This arrangement provided for the assignment by Oklahoma University of psychological interns to the Penitentiary Program. These were individuals who had completed all of their requirements for a doctorate in clinical psychology with the exception of their internship and dissertation. The Department of Psychology provided the supervision and their assignment at the Penitentiary constituted their internship. This arrangement did provide adequately trained and highly skilled psychologists; however, these individuals served in the institution for only a one-year period. There was, thus, a constant change of psychological personnel within the program. The project was extremely fortunate in securing, early in its development, the services of a psychologist who remained on the staff of the Vocational Rehabilitation Division until the project was terminated. This person provided a certain amount of continuity to the psychological services program and was invaluable in his contribution to the training of the other psychologists.

Throughout the course of the program attempts were made to provide in-service training to the total personnel. The first training program of this nature was held at the Oklahoma State Penitentiary during January 1964. This training program involved the

staff of the Rehabilitation Project receiving the same orientation training as new employees of the Oklahoma State Penitentiary. This training program resulted in a better understanding on the part of the Rehabilitation staff of the rules, regulations and procedures of the Penitentiary. It was also instrumental in assisting the staff to recognize some of the reasons behind the Penitentiary regulations.

Another in-service training program was held at the Menninger Foundation in Topeka, Kansas in 1964. This week-long training program involved formal lectures, presented by the staff of Menninger Foundation, interspersed with visits to such local institutions as the Industrial Home for Boys, The Kansas Diagnostic and Reception Center and the Menninger Foundation. Personnel from both Vocational Rehabilitation and the Penitentiary attended.

In 1965 a one-week seminar on Rehabilitation of Public Offenders was held at the Center for Continuing Education at the University of Oklahoma in Norman. All staff members of the Rehabilitation Program in the Penitentiary, as well as selected personnel from the penitentiary attended this seminar. The seminar was of regional nature and included participants of rehabilitation and corrections in the five-state area comprising Region VII.

In June of 1967 another seminar in Rehabilitation of Public Offenders was held in Dallas, Texas. This seminar, a regional meeting, was attended by all of the Rehabilitation staff at the Penitentiary.

In addition to the in-service training programs attended by the staff, various members participated in conferences or in-service training sessions devoted to their specific responsibilities. Other members of the staff were encouraged to make visitations to other institutions having rehabilitation programs. This resulted in the incorporation of ideas from other states into the rehabilitation program at Oklahoma State Penitentiary.

The regular State Agency In-Service Training Program was also available to all staff members in the project. This program was of great assistance particularly to the new employees in providing basic

fundamentals of the rehabilitation process.

As the original proposal indicated only a limited number of employees of the penitentiary would be directly related with the operations of the rehabilitation staff. The first of these was the Project Coordinator whose main responsibility was to coordinate the activities of the rehabilitation agency and those of the institution in order to offer total rehabilitation services. In the beginning the need for a coordinator was obvious and his efforts were most valuable, however, as the agency staff gained understanding of the operations of the institution and entered into a closer relationship with penitentiary employees, this position decreased in importance. In the first year personal relations between some of the institutional employees and the agency staff were rather cold. There was some indication, initially, that the employees of the institution were somewhat suspicious and uneasy about these "Outsiders" in the institution. The rehabilitation staff, on the other hand, had some apprehension and misunderstanding of the institution's rules and regulations and of their functional role within the penitentiary. As the personnel of both agencies began to interact more and more with each other, these relationships developed into a more cooperative atmosphere.

The project director had the responsibility for the overall conduct of the project. He was not only accountable for the day-to-day operations of the program but was also required to assist in policy decisions and assure that the program was accepted as an ongoing part of the total program for inmates at the penitentiary. During the first year the project director, in addition, carried a full client load. The amount of actual client work perfo[illegible] by the project director was reduced to a one-hal[illegible]t load during the second year of program operations and during the third year the project director devoted full time to program administration.

The duties of the counselors working within the institution were not greatly different from the duties of a counselor in a general field setting. The counselors were responsible for such things as determination of eligibility of inmates referred to the program, determination of the nature and scope of services to be provided, formation of vocational plans with the

clients, supervision of vocational training, approval of expenditures for services and provision of counseling and guidance both individual and group to the clients. The methods used in providing these services differed in many respects from the methods used by field counselors.

The psychologists performed routine psychological duties. They provided psychological evaluations on all applicants for service. These evaluations were used in determining eligibility as well as planning for the services needed by the client The psychologists were also responsible for group and individual therapy for the clients. Consultation with other project personnel constituted another important function of these individuals.

The activities of the follow-up counselor with each client began prior to the client's release from the penitentiary. The follow-up counselor attended the pre-discharge staffing which was held, if possible, about one month before the release of the client. In this staffing the past institutional plans were reviewed with the client and any necessary modifications were made. After the client's release the follow-up counselor was responsible for all rehabilitation services provided. This individual was also responsible for establishing and maintaining cooperative endeavors with agencies and organizations which could be helpful in providing needed services to the clients or their families.

The psychiatric consultant served as a member of the rehabilitation team. His contribution was particularly significant in the staffing sessions where his specialized knowledge was of great assistance in helping the staff understand the behavior of this type of client. The psychiatric consultant also supervised the psychologists in his group and individual therapy programs.

The psychological consultant was involved in the program for a limited period of time. His function, during this period, was twofold. He served as a member of the staffing team and provided supervision to the program psychologists.

METHODOLOGY

The methodology outlined in the application for this demonstration project included four phases of

service to inmates. These were not viewed as discrete entities with one ending before another could begin; but rather, as parts of a continuous process in which emphasis would shift as the needs of the client changed. Also these phases were not seen as being either all inclusive or always necessary. The services provided within these programs were not expected to meet the needs of all inmates of the penitentiary and there was also recognition of the fact that many inmates would have need of some but not all of the services.

The four phases were evaluation, treatment, vocational training and job placement and follow-up. The evaluation phase was to serve a twofold purpose. First, evaluation was to provide a basis for the counselor to determine eligibility for the Vocational Rehabilitation program. Second, evaluation was to specify at least the beginning stages of the services needed to enable the client to reach the goals which he established. Treatment was originally considered as a psychiatrically directed program of therapy. Counseling and guidance and medical treatment programs were also included in the treatment phase. Vocational training was to have been provided, insofar as possible, inside the institution but could be continued or instituted after the client left the penitentiary. Job placement and follow-up were seen more in the light of traditional Vocational Rehabilitation services. This phase was to be provided by counselors specialized in work with the public offender and officing in the major metropolitan areas of the State. During the three years of project operations modifications had to be made. Each of these phases will be discussed separately with an explanation of the modifications.

Evaluation

The evaluation phase of services began with the procedure which had been used successfully in RD #949, "Rehabilitation of the Young Offender," as described in the final report of that project. As a result of differences in institutional procedures, some modification was immediately necessary. The modified screening procedure involved the following steps:

Pre-screening:

The pre-screening process was initiated to insure that each individual coming into the institution would be considered for rehabilitation services. Once each week the project director, a counselor and the psy-

chologist reviewed the institutional records for each new inmate. These records included a social and vocational history, medical examination report, personal history, information regarding the crime for which sentenced, past criminal record, educational history and a brief battery of psychological tests including the Minnesota Multiphasic Personality Inventory and an intelligence measure. On the basis of this initial screening procedure certain individuals were excluded from further consideration at the time. Even though these individuals were excluded during the initial screening process they could, at any point in their incarceration, request rehabilitation services. This occurred frequently. In these instances the individual was accepted as a referral and processed through the diagnostic procedures to determine eligibility. The factors considered in the initial screening which resulted in these exclusions were: age additional legal action, need for services, length of sentence and nativity, residence and factors surrounding the crime.

Age: Age was not considered in any absolute fashion with a definite cut-off point. However, age was considered in relation to the other factors. As age increased, beyond about age 50, such other factors as length of sentence and educational or vocational history became more important.

Additional Legal Action: Inmates who had additional legal action which would probably result in another penitentiary sentence at the completion of the current incarceration were excluded from the program until such time as their status regarding these actions had been cleared.

Need for Service: An attempt was made during the pre-screening process to identify individuals who either had no need of rehabilitation services or whose needs were so great that the available services could not have resulted in the individual's rehabilitation. These individuals were also excluded. Of all the pre-screening characteristics considered, this one proved to be most difficult to determine. As a result this factor played only a small part in the pre-screening process.

Length of Sentence: Individuals with either long (more than five years) or short (less than one

year) sentences were excluded from the project during the pre-screening. The records of those individuals with long sentences were noted if all other factors seemed to indicate eligibility. These inmates were contacted later in their imprisonment and, if interested were accepted as referrals. Inmates with sentences of less than one year were not considered. They received time off their sentence for good behavior and usually for the time they had spent in jail while awaiting their incarceration in the penitentiary. In addition they became eligible for parole at the expiration of one-third of their sentence. As a result they were in the penitentiary for such a short time that rehabilitation services could not have been effective.

Nativity, Residence, and Factors Surrounding the Crime: In the beginning phases of the program, referrals of public offenders were not accepted in many states. Individuals not planning to reside in Oklahoma after their release could not be provided the follow-up services necessary to assist in their rehabilitation. Accordingly, persons who were not residents of Oklahoma, who had no family ties within the State, and who were arrested while in a transient status were excluded.

Individuals excluded from the program on the basis of the pre-screening procedure could make application for services at any time during their incarceration and be accepted as applicants. In this manner the pre-screening procedure was not allowed to become a final determination of ineligibility.

Initial Interview

Those individuals who were accepted in the pre-screening process were called into the counselor's office for the next step in the procedure. This was usually a group meeting in which the purposes and aims of the Vocational Rehabilitation program were explained. A particularly important aspect of this interview was the discussion regarding responsibility of the Rehabilitation Agency and the responsibilities of the clients of the Agency. This group interview was followed by scheduling an individual interview with the counselor and a short psychological examination for those inmates who stated an interest in rehabilitation services.

The counselor interview was essentially a data gathering procedure. With the information available

from the institutional records, the counselor was able to focus the interview on an exploration of those areas which seemed pertinent.

Short Psychological

The short psychological examination was devoted to obtaining a preliminary estimate of the clients strengths and weaknesses. The psychological tests were administered by a specially trained clerk with the interpretation made by the psychologist. These examinations served several purposes. They identified those individuals with personality characteristics grossly abnormal. They served as a reference point against which the counselor could check his perceptions of the inmate. They assisted the counselor in increasing his perceptual skills. They were of benefit to the psychologist in determining what additional procedures were needed if the inmate returned for the complete evaluation.

Decision Interview

After the data had been collected, the counselor and inmate had as many interviews as needed to determine the next steps in the process. At this point, the finding could be made that the inmate was eligible for rehabilitation services or that he was not. If a determination of ineligibility was made, the case was closed from referred status. In these instances the decision interview became a counseling session in which other goals and possibilities were discussed. This was done with the understanding that if the goals and objectives were met, the inmate could reapply for rehabilitation services. If a determination of eligibility was made, the client was referred back to the psychologist for a complete psychological evaluation.

Staffing

Weekly staffings were held during the early part of the project. These staffings were attended by the project team, the consultant psychiatrist, the consultant psychologist and occasionally institutional personnel. Staffings served a variety of purposes. Of primary interest, at this point, was the staffing function in relation to the decision interviews. Many times inmates would present particular problems during the series of decision interviews which required advice and consultation from other staff members. When this occurred the counselor would schedule a

discussion of this client at the next staffing. Recommendations of the staffing conference were recorded and became part of the client's record.

Psychological Evaluation

The complete psychological evaluation was done by one of the project psychologists. This evaluation was designed to give as complete a picture as possible of the inmate's current functioning and as accurate an estimate as possible of the prognosis for his making significant changes.

The psychological evaluation was followed by as many counseling sessions as needed in order to make the determination of eligibility or ineligibility. During the course of the project, a tendency was noted for the counselors to make the ineligibility determination at an earlier time so that, toward the latter part of the project, most of the individuals receiving the psychological evaluation were found to be eligible for rehabilitation services.

One of the earliest changes made in the evaluation procedure was the inauguration of the General Aptitude Test Battery. The testing was provided by the Oklahoma State Employment Service. All incoming inmates with sufficient educational background were tested. The results were made available to the Rehabilitation personnel and to the Institutional Classification Committee. The addition of this test provided another dimension to the pre-screening procedure and, in conjunction with the experience gained by the counselors, resulted in shortening the time between the inmates referral to the program anc his acceptance or rejection as a client.

As the counselors gained experience in working with this disability group, they became increasingly able to make adequate judgments of the potential client's assets and liabilities. As a result the short psychological examination was discontinued during the second year of project operations.

During the last year of project operations, the pre-screening procedure was discontinued. A form which asked about the inmate's interest in the rehabilitation program was devised to take the place of the pre-screening procedure. The first attempt to replace the pre-screening procedure was a form asking for the inmate's name and number and a check mark indicating that he would like to be referred to the rehabilitation program. This form was completed by

an inmate clerk in the classification office and required nothing of the inmate himself. The adaption of this procedure resulted in almost 100 percent of all incoming inmates being referred to the program.

Experience with this form during a short period of time led to its revision. The currently used revision is completed by the inmate himself. It contains a very brief description of the rehabilitation program and asks some very basic information about the inmate. The form is not completed while the inmate is in the classification office, but is given to him at that time. The inmate may complete and mail the form at any time during his incarceration. When this form is received in the program office, it is treated as a referral and assigned to the appropriate counselor.

Treatment:

The application envisioned treatment as being the first rehabilitation service for the new client. Treatment, in the form of group and individual therapy, was to be continued throughout the client's rehabilitation program in the penitentiary. The psychiatrist was to direct the treatment team which was to be composed primarily of the psychologists and rehabilitation counselors.

Difficulty in securing adequate psychiatric and psychological personnel was experienced from the beginning. Particular difficulty was experienced in obtaining psychiatric services. Arrangements were made for the psychiatrist working in the reformatory program to provide part-time services while attempts were made to work out more satisfactory arrangements through cooperation with the Regional Guidance Center, the Psychiatric Wing of the Penitentiary Hospital or a psychiatrist in private practice in Tulsa. Because of the shortage of psychiatrists none of these possibilities materialized. As a result, the amount of psychiatric services was limited.

Somewhat better results were obtained with psychological services. One psychologist joined the staff during the first year and remained throughout the program. Arrangements were made with the University of Oklahoma Department of Psychology to provide the services of an additional psychologist on a contract basis.

As mentioned previously group therapy was

initiated during the first year of the program at the penitentiary. It was, of course, quite difficult to estimate the benefits derived by a particular individual in group therapy. Some change in attitude was noted, but until this was manifested in some kind of positive behavior, it was almost impossible to evaluate what may have been gained. The psychologist provided reports of individual progress in the groups to the responsible counselor.

Early in the project the general feeling of the staff was that all clients should be involved in some kind of therapeutic or counseling session. During the second year of the program, counselor-directed group sessions were initiated in order to relieve time spent in group therapy by the two psychologists. The decision as to whether an inmate was placed in a therapeutic or counseling group was made by the psychologists. Clients placed in these counselor groups were those who would probably benefit least from a strictly therapeutic situation, but who might be able to gain some insight by discussing vocational and/or occupational goals. It was generally felt that the group meetings provided the inmate a means of identifying with some positive efforts toward rehabilitation. A secondary purpose was to have a weekly contact with all of the clients on the caseload.

During the third year, due to some administrative problems, most group therapy was discontinued for a short period of time. It would be difficult to point out objectively the effect that dissolving the groups had upon the concerned inmates. Observational indications were that some of the group members became disciplinary problems anywhere from two weeks to two months after the group sessions had terminated.

One of the major problems encountered in attempting to provide psychological therapy in a correctional institution is that of motivation. Therapy requires effort on the part of the patient; yet, contrary to most individuals who seek psychological or psychiatric help, many of these inmates see no need for changing their attitudes. The majority of clients in the penitentiary are those who display a behavior or character disorder and it has been acknowledged that these individuals often have the poorest prognoses for change. Many possess a "psychopathic unawareness"

that there are choices to be made which influence behavior.

The fact that this therapy is being brought to the client at no cost, rather than his seeking help and paying professional fees, has some bearing on the problem. Also, the length of sentence that an inmate must serve must be considered. It would be a very trying situation if an inmate with many years to serve became involved in a close therapeutic relationship and at the same time was forced by his environment to continue to act in a manner contrary to the control he was attempting to develop.

The "inmate code" is an inherent part of any correctional institution and seems to be opposed to the principles and objectives of psychotherapy. It encourages the inmate to function under minimal stress and with little effort. The inmate expression "don't ness with my mind" is heard frequently and implies resistance by the inmate toward any realistic confrontation of himself or his behavior. For the majority, survival entails living in the immediate present with as little concern about the future as possible. Life is simply a constant struggle to satisfy immediate needs. It is very difficult to help an inmate become aware that he has responsibility; and thus, it is obvious that many are not likely candidates for psychotherapy.

Few clients were seen on an individual basis for psychotherapy because of the demand for professional time. One inmate had contact with a psychologist on a weekly basis for over two years and this has been of benefit to him according to the clinical judgment of the therapist. A number of other inmates were seen individually by psychological interns. It was extremely difficult, however, to sustain a close therapeutic relationship since each intern was assigned to the project for only one year.

During the second year of the project, the psychological staff agreed to maintain several groups which would remain relatively cohesive. No inmate who was eligible for parole or release within a year was assigned to them. The groups served to offer the inmate at least one hour a week in which he was free to vent his feelings about himself and the insti-

tution and to attempt to modify some of his attitudes through interaction with, and ideas received from, other group members.

Attempts were made to continue psychological therapy for the client after he left the institution. Arrangements with several of the Community Guidance centers and with one public nonprofit psychiatric foundation to provide additional therapy were completed. These facilities were used with success on a limited basis. The majority of the inmates completed their treatment programs while in the institution and for most there was no felt need on the part of the inmate to continue further.

One attempt was made to provide group therapy to an ex-inmate group in Oklahoma City. This was a carefully selected group and one of the psychologists who had had experience in the project was retained to provide this service. Clearance from the police department and the pardon and parole department was obtained for these meetings. The attempt was marked by great lack of interest on the part of the clients and within a short time the group disintegrated.

Medical and dental treatment was extremely limited. Those needing extensive medical or dental treatment were transferred to the University of Oklahoma Medical Center. These transfers, for security reasons, involved cumbersome procedures and whenever possible medical treatment was postponed until the client's release. Medical procedures were then handled as with any other rehabilitation client.

Treatment for severe mental illness was handled in a similar manner. The psychiatric ward of the Penitentiary Hospital was not adequately staffed to provide appropriate services to the severely ill inmate. These individuals were transferred to one of the State hospitals which could provide both the necessary security measures and treatment procedures.

Vocational Training:

Vocational training in the penitentiary provided for eleven different skill trades and a maximum of enrollment of 129. The skill trades included six construction trade areas at the Vocational Training School, one trade training program at the Honor Farm, one training program at the Oklahoma State Penitentiary which was restricted to inmates on trustee status,

and four training programs for other inmates at th. maximum security facility. The training programs were not closely correlated with trade schools outside the institutional setting and tended to relate more specifically to the production demands of the institution than to the training needs of the inmate. Inmates were assigned to the training school on the basis of their request for trade training and their security status. All of the training programs except the four in the maximum security facility required the inmate to be on a trustee status prior to making application for the training program.

Originally, it was anticipated that vocational training provided inside the institution would be sufficient to enable the client to earn a living once he was released. Because of the production orientation of the training, this anticipation was not realized and other arrangements had to be made to prepare the client for skilled employment. As a result, the counselors of the Division frequently found it necessary to purchase training after the client had been discharged or paroled. The provision of training after the client's release created some problems. Most of the clients had families for whose support they became responsible immediately upon their release. Although the Department of Public Welfare was extremely cooperative in continuing assistance payments to these families during a period of training, many of the clients were anxious to terminate this dependence on a State organization and began providing immediately for their family needs. Clients often looked for immediate unskilled employment rather than taking advantage of training possibilities. This was particularly true in long-term training programs, and the project staff soon learned that the longer the training program, the greater was the probability that the client would fail to complete it.

Some improvement in training in the institutional training program was noted during the course of the project. The person originally designated by the penitentiary to serve as rehabilitation coordinator was moved, during the second year of the project, to the vocational training facility at Stringtown as supervisor.

During the third year of the program, the project director became a member of the Classification

Committee. In this capacity, he was able to bring to the Classification Committee's attention the plans made by the Vocational Rehabilitation counselor and client. The General Aptitude Test Battery, provided by the Oklahoma State Employment Service, was also utilized by the Classification Committee in approving vocational training for the inmates. The project director's familiarity with this test made it possible to provide more appropriate training for both clients of Rehabilitation and the inmates who were not eligible for Rehabilitation services.

Job Placement and Follow-up:

Job placement and follow-up was to be provided by the follow-up counselor. This individual met with the inmate and institutional counselor prior to the client's release to make necessary plans for services to be provided after the client left the institution. When needed, he made investigations into the social and environmental background of the client and, on occasion, provided counseling to members of the client's family.

No significant changes were made in the job placement and follow-up activities during the course of the project.

The preceding discussion has specified some of the services provided the rehabilitation clients at the Oklahoma State Penitentiary. In addition to these, the program and the institution provided additional services specifically related to rehabilitation of this group of individuals. The most important of these other services was counseling and guidance provided by the rehabilitation counselor.

Counseling and guidance services provided inside the institution were not basically different from similar services provided other rehabilitation clients. The availability of the clients made more frequent counseling contacts possible. The commonality of at least one type of behavior, lawbreaking, gave a basis for group counseling sessions that could be very productive. Counseling and guidance services were provided on both a group and an individual basis.

The skill level of the clients was predominately low. As a result much of the counseling and guidance was related to the selection of, and preparation for, an occupation. The determination of realistic goals proved to be a great difficulty for this group of clients.

Life in a correctional institution provides a certain amount of relief from social and economic pressures and a lack of opportunity for making decisions that often results in an over optimistic evaluation of abilities.

Most of the clients had experienced failure many times. This seemed to result in a need to convince everyone they came in contact with that either they were a complete failure and could achieve only on the lowest level or that circumstances and conditions over which they had no control were responsible for past failures and that their potential was extremely high. There seemed to be no in-between position that these clients could take. The counseling and guidance services had to recognize these factors.

The provision of the GATB by the Oklahoma Employment Service gave added reality to the counseling service. This test battery provided valid information which was directly related to the client's needs. This test was given during the first few weeks of the person's incarceration. Because of this, it was occasionally necessary to repeat the test after the individual had become more accustomed to life in the institution. Tests were repeated when either the client or the counselor felt the results did not adequately reflect the abilities of the client. Retesting did, on occasion, result in a different type of test pattern. This did not occur often, probably no more frequently than would be true of non-inmate testees.

When the client was released from the penitentiary, the counseling responsibility became that of the follow-up counselor. Some difficulty was experienced in the transfer of a counseling relationship from the institutional counselor to the follow-up counselor. By making arrangements for the follow-up counselor to become acquainted with the clients before their release from the penitentiary and in the presence of the institutional counselor, this problem was greatly reduced.

FIELD SERVICES

The Vocational Rehabilitation field offices were informed of the nature and progress of the project in area meetings. A memorandum was sent to all field counselors explaining the proper procedure for processing a public offender. The procedure essentially involved the field counselor writing to the institutional counselor and securing medical, psychological, and

social information. If the Vocational Rehabilitation staff at the penitentiary had rejected the individual as a client, the information regarding the basis for rejection was included with the other information sent to the field counselor. Most of the field counselors were able to serve many referrals from this population since they were aware of the emphasis placed on the penitentiary project.

COOPERATING GROUPS

Cooperation of many agencies and groups is an important aspect of a service orientated demonstration project. The organizational, communication, and administrative areas of a complex project must always be foremost in the planning. There may be a tendency in a service orientated program to relegate organizational and administrative planning to a subordinate position in relation to planning for a program of services. One must remember that the services will only be effective if the structure that provides these is well developed and functional. It should be emphaized that the well planned and coordinated program is the most flexible since adequate planning insures flexibility. The planning must occur within the primary group providing the services and between the groups that supplement the services.

The planning for the Oklahoma State Penitentiary project first occurred within the Oklahoma Division of Vocational Rehabilitation, the Oklahoma State Penitentiary and the Oklahoma State Board for Public Affairs. Oklahoma Vocational Rehabilitation Service, in cooperation with the other agencies, conceptualized the program of services and submitted a proposal to the Vocational Rehabilitation Administration. The project received approval and inter- and intra-agency implementation was begun.

The number and type of agencies involved in the rehabilitation of the public offender is large. Most of them have been engaged, at least partly, in rehabilitation, in its broader meaning, for many years. While the entrance of the State Vocational Rehabilitation Agency into the field has perhaps given impetus and focus to the movement, the contribution made by other groups cannot be overlooked.

The State Board for Public Affairs had administrative responsibility for the operation of the penitenti-

ary. The interest of this Board in the rehabilitation of the inmate began long before this demonstration project. The Board had been instrumental in the establishment of the Vocational Training School and in the beginning of the Vocational Rehabilitation Program for youthful offenders.

The Oklahoma State Penitentiary had the overall responsibility for the inmate during his incarceration. Their concern with rehabilitation was demonstrated in the establishment and development of the Vocational Training School as well as throughout the project period.

The State Board for Pardons and Paroles was a part-time appointive Board assigned the responsibility of making recommendations to the Governor of inmates to be released on parole or to be pardoned. The Board met monthly to consider inmates' requests for parole. *An inmate was eligible for parole and his case was* automatically docketed for consideration at the expiration of one-third of his sentence. The Pardon and Parole Board did accept training plans made in the rehabilitation process in lieu of a work program.

The State Pardon and Parole Department had responsibility for the supervision of all inmates released on parole. The relationship between the parole officer and the follow-up counselor was particularly complex since they were both involved in providing direct services to parolees.

The State Employment Service provided two basic and necessary services to clients of the project. First, they provided the testing material and administered the General Aptitude Test Battery to all incoming inmates. This provided both the rehabilitation counselor and the institutional personnel with valid and useful information about the aptitudes of the inmates. Second, they provided job placement services to a large number of clients of the program.

Since many of the clients had families who were receiving public assistance, the Department of Public Welfare was involved in the program in the early stages. The continuation of public assistance payments to families for a short time after the client's release from prison often made the difference between the client obtaining suitable employment or his taking the first job that was available and thus losing the opportunity to secure more adequate employment.

On occasion, this department was able to continue payments to the family while the client completed a training program.

The Department of Mental Health provided psychiatric care to those inmates who required such during their incarceration. This service was usually provided by transferring the clients to Eastern State Hospital, although the department provided a psychiatric consultant to the institution on a part-time basis who treated those cases not requiring more intensive treatment.

The Department of Public Health administered Regional Guidance Centers throughout the State. Clients of the Vocational Rehabilitation Agency, including those from this project, could receive outpatient services from the centers.

The problem of coordination was a major one. In an effort to meet this problem the two coordinating committees, previously established in the program for the youthful offender, were utilized. The first of these committees, the Steering Committee, had the responsibility of examining the overall program of rehabilitation of the public offender and discovering methods of making it more effective. The committee was composed of representatives of the cooperating groups and met monthly. Recommendations of the Steering Committee were either returned to project personnel and cooperating members for implementation or passed on to the Administrative Committee.

The Administrative Committee was composed of the heads of the departments represented on the Steering Committee. The problems which came before the Administrative Committee were usually those which required changes in policy in one or more of the cooperating agencies. This committee did not hold regularly scheduled meetings but was available on an on-call basis.

SUMMARY

Perhaps one of the best methods of summarizing the activities of the project is to follow an imaginary client through the rehabilitation process.

The first contact that the Project Team will have with Bill is through a routine screening of information on all incoming inmates at the penitentiary. It is in this screening committee, which is composed of the project director, a counselor, and the psychologist

that all available information about Bill is reviewed. This will include all pertinent information such as his age, nature of the crime, occupation, previous incarcerations, medical examination, and a social history. Taking into consideration all aspects, the next questions are, "What services do we have and can make available to this individual to assist him in his rehabilitation," and "will he be motivated to attempt positive efforts if these services are offered to him?"

The first question can partially be answered by the information available. The second can only be evaluated after a personal interview with the inmate when called in by the counselor. At this time, Bill is asked if he would like to participate in this program, and if the answer is affirmative, the counselor and inmate initially begin to formulate a plan for him. In Bill's case, both he and the counselor agree that some new vocational objective should be chosen that is within the limits of his ability, skill, et cetera, and a tentative plan is agreed upon. Bill is now a referral and will be given an appointment with the psychologist who will do a complete psychological evaluation. Previous to this, Bill had been administered a battery of tests which may include the WAIS, Szondi, MMPI, Prison Classification Inventory, Sentence Completion, Bender-Gestalt, and Draw-A-Person. In the near future, he will take the General Aptitude Test Battery which is group administered by a member of the Oklahoma State Employment Service and a project team member. This will provide added vocational information and will be utilized in future interviews.

After the psychological evaluation has been completed and a plan written, Bill will be assigned to a particular group which meets for one hour a week. These groups are limited to eight individuals and are supervised by a psychologist or counselor. In the psychological groups, therapy is stressed, and the inmate is encouraged to participate actively in relating his experiences and sharing them with other group members. Hopefully, by active participation, he will gain new insights into his own behavior. The counselor groups were organized to allow the more reticent client some means of expression which would not necessarily incorporate traditional techniques of therapy. A second-fold purpose of all groups is to provide each inmate at least one personal contact with one team member each week. It is felt that this weekly contact

may serve as a means of identification for the client and a positive reminder of his efforts for rehabilitation. Throughout his stay in the institution, Bill is encouraged to contact any project member if he has special problems, wishes to modify or change his vocational objectives, or for other reasons. Counseling then becomes a continuous and ongoing process.

Bill has now completed his imprisonment and is looking forward to his return to society. Approximately one month before his release date, Bill is interviewed in the institution and meets the follow-up counselor who will work with him after his release. The follow-up counselor will not be a stranger to him when they meet as average citizens on the street. Here, many of the plans that have been formulated many months before will become a reality, whether it will be job placement, on-the-job training, attendance at a vocational or technical school, or an academic school program. In addition to payment of his books and tuition, Bill may receive maintenance as long as he is in a training program. In some cases, arrangements may be made with the Department of Public Welfare to pay subsistence for his family so long as the need exists. In addition to his vocational needs, the client may be provided with physical restorative procedures or prosthesis, such as corrective dental work, surgery, fitting of glasses or artifical limbs. The follow-up counselor often becomes a family counselor during the early weeks and months of readjustment by the public offender.

RESULTS OF THE PROGRAM

This project was basically of a demonstration nature. The difficulty of obtaining accurate and meaningful information is nowhere better illustrated than in working with the public offender. Security requirements in the institution necessitates unanticipated changes in data collection procedures. Maintaining contact with the clients after their release is impossible in many instances. No accurate method is available of obtaining information about whether or not an individual has been imprisoned in another state. These factors must be remembered in considering the results of a program such as this.

Procedures of Data Collection

The procedures of data collection utilized were combinations of the usual forms and records of the State Vocational Rehabilitation Division and specialized records created within the project.

The Master Card

The master card is a basic Agency form available for each active client. It is a punched card which is begun at time of referral. Additions to the information are made as the client progresses through the rehabilitation process. The card is updated whenever changes in the client's situation occur. This card provides standardized and up-to-date information that is readily available about each active case.

The Pre-screening Form

This form was completed for each inmate entering the penitentiary who was between the ages of 18 and 65. Those under 18 usually spent only long enough for the classification procedures to be completed in the Penitentiary before being sent to the State Reformatory. Those over 65 were considered on an individual basis and the pre-screening form was not completed for them. This form was completed from material contained in the institutional record. Information contained on the form was placed on punch cards in order to make it readily accessible.

Microfilm Data

This form was completed from the information contained in the records of the Vocational Rehabilitation Division. This form was completed on all closed cases.

Survey of the First 100 Inmates Released each Six Months

Each six months beginning with the six months period prior to the project's starting date, a survey was completed on the first 100 inmates released from the penitentiary. At the termination of the project, these forms were updated to show, insofar as could be accurately determined, whether or not the person had returned to prison. In making this determination the institutional records for these individuals were searched. If the individual had returned to prison in Oklahoma, the record would reflect this return. If correspondence in the institutional record indicated that the individual was in prison in another state or had been arrested in another state, the person was counted as a returnee.

The other data collection forms were those regularly used by the Agency. Forms such as the Vocational Rehabilitation Plan and Encumbrance records provided useful data.

Program Results

This demonstration project was initiated at the Oklahoma State Penitentiary in January 1964. The project phase of the program ended in June 1967 and was, at that time, incorporated into the regular State Vocational Rehabilitation Agency Program.

During the 42 month period of project operations, a total of 691 referrals were accepted for evaluation from the penitentiary population. A program of services was initiated for 514 of these referrals and the remainder were closed from referred status. Of these 514 cases, 20% were eventually closed not rehabilitated, 16% as rehabilitated and the remainder were on the active caseload at the end of the project period. In Table 1, the number and type of closed cases are shown by fiscal year.

As can be seen from Table 1, there was a decreasing number of cases closed in referred status as more experience was gained in working with this

TABLE 1
NUMBER AND TYPE OF CLOSURES BY FISCAL YEAR*

TYPE OF CLOSURE	1964	1965	1966	1967	TOTAL
CLOSED REFERRED	1	95	51	30	177
CLOSED NOT-REHABILITATED	0	21	30	50	101
CLOSED REHABILITATED	1	15	16	50	82
TOTAL	2	131	97	130	360

*Due to unanticipated delays in the completion of the report, it is possible to list the number of closures in rehabilitated and not-rehabilitated status for fiscal year 1968. This data shows 81 rehabilitated closures and 27 not-rehabilitated closures in that year.

disability group. This, in part, can be attributed to more knowledgeable screening and to an increased willingness on the part of the individual counselors to attempt to plan with the more borderline cases.

During the initial phase of the project, a pre-screening form was developed and used along with individual interviews to screen potential rehabilitation clients from the inmate population. This form contained 42 items pertaining to each inmate's socioeconomic, educational, and criminal background. All of this information was extracted from the prison records and was available shortly after each individual was incarcerated. An analysis of the factors on the form after one and one-half years of use showed some group differences in the accepted and rejected referrals, but none of these factors proved to be discriminating enough to warrant individual rejection without further investigation. Its use was therefore discontinued.

Table 2 summarizes those factors on the pre-screening form which did seem to differentiate the two groups.

The remaining factors on the pre-screening form showed no appreciable differences between the two groups. It is of interest to note that most of the factors which did show a difference are quite unrelated to traditional criteria for selection of rehabilitation clients.

During the project period, a total of 82 cases were closed from an active status as rehabilitated and 101 cases as not-rehabilitated. The tables that follow compare some of the characteristics of these two groups.

TABLE 2
CHARACTERISTICS OF ACCEPTED AND REJECTED REFERRALS

FACTOR ON PRE-SCREENING FORM	REJECTED REFERRALS	ACCEPTED REFERRALS
MEAN AGE AT REFERRAL	35.5 Yrs.	32.7 Yrs.
MEAN IQ	88.6	95.7
MEAN EDUCATIONAL LEVEL	9 Yrs.	10 Yrs.
PERCENT WHO NEVER MARRIED	23.6%	18.4%
PERCENT WHOSE FATHER WAS DECEASED	40.0%	49.0%
PERCENT WHOSE MOTHER WAS DECEASED	29.9%	26.3%
PERCENT WHO HAD NO BROTHERS	25.5%	34.4%
PERCENT WHO HAD NO SISTERS	21.5%	28.9%
MOTHER'S MEAN EDUCATION	7.2 Yrs.	4.3 Yrs.
FATHER'S MEAN EDUCATION	3.4 Yrs.	4.1 Yrs.
PERCENT WHO HAD REGULAR WORK HISTORY	57.6%	63.6%
PERCENT HAVING VOCATIONAL TRAINING	24.1%	29.6%
PERCENT WHO HAD RECEIVED MENTAL TREATMENT	20.3%	14.3%
PERCENT WHO HAD BEEN IN A CORRECTIONAL TRAINING SCHOOL	16.4%	21.8%

TABLE 3
AGE AND EDUCATION OF CLOSED CASES AT ACCEPTANCE

	MEAN EDUCATION	MEAN AGE
REHABILITATED	10 Yrs.	35.4 Yrs.
NOT-REHABILITATED	10 Yrs.	30.2 Yrs.

From Table 3, it is noted that there is no difference in the educational level of the two groups. There is, however, a difference in the ages, indicating that the higher risk group tended to be younger.

The marital status of the two groups at time of referral is shown in Table 4.

TABLE 4
MARITAL STATUS IN PERCENTAGES

	REHABILITATED	NOT-REHABILITATED
MARRIED	36	45
NEVER MARRIED	15	28
OTHER	49	27

According to the results shown in the Table, the married client presented a higher rehabilitation risk than the divorced or separated client.

TABLE 5
RACE IN PERCENTAGES

	REHABILITATED	NOT-REHABILITATED
WHITE	82	79
NEGRO	10	10
INDIAN	7	6
OTHER	1	5

Table 5 reveals there were no differences in the two groups by race.

In the process of determining a referral's eligibility for services, a psychological evaluation was made which included a prognosis of the referral's ability to follow through with a rehabilitation program. Table 6 shows these psychological prognostications by outcome of the rehabilitation process.

TABLE 6
PSYCHOLOGICAL PROGNOSIS IN PERCENTAGES

	REHABILITATED	NOT-REHABILITATED
GOOD	33	7
FAIR	46	38
POOR	21	55

These results indicate that the psychological evaluations were most effective in identifying those clients at the extremes in relation to their ability to benefit from rehabilitation services but failed to discriminate the borderline cases.

An analysis of the reason for closure of the not-rehabilitated cases is shown in Table 7.

TABLE 7
REASON FOR CLOSURE IN PERCENTAGES

REASON	% OF CLIENTS
UNABLE TO BENEFIT	14%
DECLINED SERVICES	4%
NOT COOPERATIVE	36%
NOT INTERESTED	21%
LOST CONTACT	18%
DEATH	2%
RETURNED TO PRISON	5%
TOTAL	100%

The information in this table indicates that the majority of unsuccessful cases were closed for failure

to cooperate and lack of interest. The third largest reason for closure was loss of contact with the client. These three reasons accounted for 75% of the not-rehabilitated closures. This number could have been reduced with additional follow-up counselors to work with the clients more intensely after their release from the institution.

The services provided to the clients in the institution consisted of the traditional Vocational Rehabilitation services with some limitations. As long as the client remained in prison, the services available were mainly limited to individual and group therapy, counseling and guidance, and institutional vocational training. After release from the institution, all other needed services were available to the clients who could benefit from them.

Tables 8 and 9 show an analysis of the type and cost of services provided. The figures in Table 8 represent the percent of clients on whom an expenditure was made in each category. Table 9 shows the actual cost of the services for all clients. In most cases, expenditures in more than one category were made for each individual.

TABLE 8
TYPES OF SERVICES PURCHASED

	PERCENT OF CLIENTS RECEIVING SERVICES AT COST TO THE AGENCY						
	DIAGNOSIS	SURGERY & TREATMENT	PROSTHETIC APPLIANCES	TUITION & SUPPLIES	MAINTENANCE & TRANSPORTATION	OCCUPATIONAL TOOLS	OTHER
REHABILITATED	11	3	8	23	43	8	4
NOT-REHABILITATED	18	4	4	31	39	2	2

TABLE 9
COST OF SERVICES PURCHASED

	DIAGNOSIS	SURGERY & TREATMENT	PROSTHETIC APPLIANCES	TUITION & SUPPLIES	MAINTENANCE & TRANSPORTATION	OCCUPATIONAL TOOLS	OTHER	TOTAL COST
REHABILITATED	$222	415	1438	9,432	7,406	527	73	19,513
NOT-REHABILITATED	295	969	116	7,572	8,027	145	33	17,157
TOTAL	$517	1384	1554	17,004	15,433	672	106	36,670

The figures in Table 8 actually represent only 59% of the total closed cases. There were 28 of the rehabilitated and 47 of the not-rehabilitated clients on whom no case service expenditures were made.

As can be seen from Table 9, the largest case service expenditures were made in association with training programs outside the institution. Sixty-two of the clients closed during the project period were started in a training program after their release. Only 19 of these completed their training and were closed as rehabilitated. Eight of the rehabilitants were closed employed in an area of work unrelated to their training. Table 10 compares the salaries at closure of those rehabilitants who completed training, dropped training, or never entered training.

TABLE 10
SALARY AT CLOSURE

	NUMBER OF CLIENTS	AVERAGE WEEKLY SALARY
COMPLETED TRAINING	19	$96
DROPPED TRAINING	8	92
NO TRAINING	55	78
TOTAL	82	$84

In an attempt to formulate guidelines in the development of training plans with clients from prison populations, several factors were compared on the group of training successes and training failures. For the purposes of this analysis, the success group consists of all clients who entered training and completed it, regardless of the type of closure (two of the non-rehabilitated closures completed their training programs but at the time of closure were back in prison) or the type of work that was being performed at the time of closure.

Table 11 shows the average age and education at time of referral of the two groups.

TABLE 11
AGE AND EDUCATION OF TRAINING CASES

	MEAN AGE	MEAN EDUCATION
SUCCESS	35.5	10
FAIL	30.5	10

The figures show that formal education is not a significant factor in training success but that there is a tendency for the younger client to be a higher risk. This analysis, however, does not take into account the type of training programs involved or their length. It is not at all unlikely that the younger client was placed in longer and more intensive training programs which would account, in part, for the higher dropout ratio.

Table 12 shows the psychological prognoses, of the two groups, that were made at the time of acceptance.

TABLE 12
TRAINING OUTCOME BY PSYCHOLOGICAL PROGNOSIS IN PERCENTAGES

	GOOD	FAIR	POOR
SUCCESS	37	47	16
FAIL	18	49	33
TOTAL TRAINING CASES	24	48	28

From the table it can be seen that 84% of the success group were judged to be good to fair rehabilitation risks, whereas only 67% of the failures fell into these two categories.

In considering a particular client's ability to carry through with training plans, his home situation and its stability must be taken into account.

Table 13 compares the marital status of the two training groups.

TABLE 13
TRAINING OUTCOME BY MARITAL STATUS
IN PERCENTAGES

	MARRIED	NEVER MARRIED	OTHER
SUCCESS	26	11	63
FAIL	44	25	31
TOTAL TRAINING CASES	38	21	41

The largest percent of the training successes were either separated or divorced. Of the married group, only 22% completed their training programs.

Chart I shows the mean test scores on each test of the General Aptitude Test Battery for the total group of inmates, the successfully rehabilitated inmates and those inmates who were provided services but closed not rehabilitated. This chart exaggerates the differences between groups since the test scores are shown in one point increments rather than the more usual five points. Some evidence that these differences are real is provided by their similarity to those reported in RD #949, *Rehabilitation of the Young Offender*.

One of the important services available to clients while in prison, was individual and group psychotherapy. Most of the emphasis was on group work but there were occasions when individual sessions were indicated as an adjunct to the group process.

During the project period, 291 clients participated in psychotherapy sessions for varying lengths of time.

Table 14 portrays the rehabilitation outcome for those individuals who did not receive psychotherapy. In selecting clients for inclusion in the treatment groups several factors were taken into consideration including length of time remaining in the institution, individual need for an ability to make use of treatment, and motivation to change behavior patterns.

CHART 1
DISTRIBUTION OF SCORES ON GATB

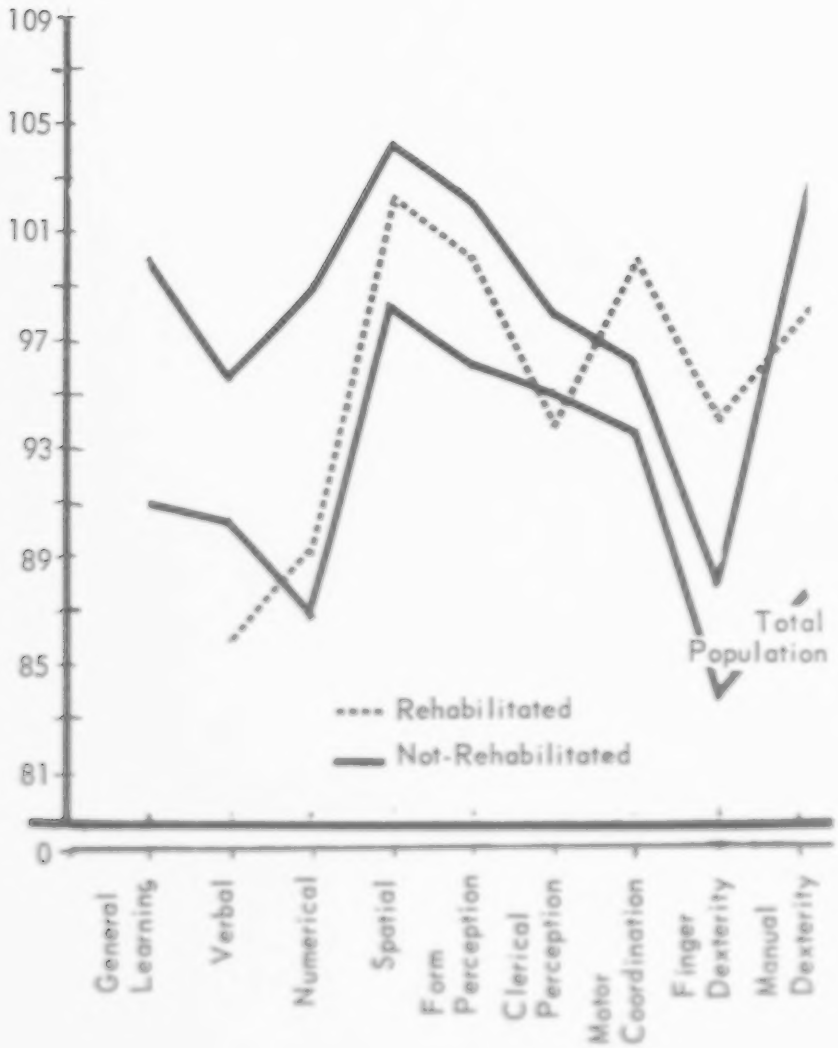

TABLE 14
REHABILITATION OUTCOME FOR THERAPY
& NO-THERAPY GROUPS

	THERAPY	NO - THERAPY	TOTAL
REHABILITATED	42 51%	40 49%	82
NOT REHABILITATED	33 33%	68 67%	101
ACTIVE CASES	216 65%	115 35%	331
TOTAL	291 57%	223 43%	514

The total impact of the project upon the institution as a whole was difficult to evaluate statistically. Nine samples of 100 prisoners released every six months were taken. These samples were composed of the first 100 inmates released after January 1 and July 1 of each year of the project. The beginning date for this selection was July 1, 1963, six months prior to the beginning of the program. The data collected consisted of the number of inmates who requested vocational training within the institution, the number who were Vocational Rehabilitation Clients, and the number who had returned to the prison seven months after the end of the project period.

The hypotheses set forth were that as the rehabilitation concept pervaded the institution there would be: (1) more requests for institutional vocational training, (2) an increasing percent of Vocational Rehabilitation clients included among those released and (3) less recidivism.

The results are shown in Table 15.

As can be seen from the Table, there was little difference in the number who requested vocational training as the project matured. Hypothesis one was not verified.

There was an increase in the percent of Vocational Rehabilitation clients included in the sample, which stabilized at around 17% for the last two years of project operation.

The recidivism rate remained fairly constant within each of the samples, except for the latter part of the project period when this rate showed a sharp decline. This can be attributed to the fact that when the data was collected, there had been a shorter time lapse for those released later.

In comparing the percent of Vocational Rehabilitation clients who returned to the Oklahoma State Penitentiary with the general Oklahoma State Penitentiary population, the clients of Vocational Rehabilitation had a consistently smaller return rate than the non clients for all periods except the second. Within this sample only one Vocational Rehabilitation client was included and this individual was returned to prison. The differences of percentage returned varied from one period to another; however, the total difference for all samples amounted to 7 percent, with

TABLE 15
FIRST 100 INMATES RELEASED EVERY SIX MONTHS

	DATE SAMPLE TAKEN									
	7-63	1-64	7-64	1-65	7-65	1-66	7-66	1-67	7-67	TOTAL
REQUESTED VOCATIONAL TRAINING	8	18	11	15	17	15	15	12	21	132
TOTAL SAMPLE SIZE	100	100	100	100	100	100	100	100	100	900
VR CLIENTS IN SAMPLE	0	1	4	13	9	18	16	20	17	98
NON-CLIENTS IN SAMPLE	100	99	96	87	91	82	84	80	83	802
PERCENT OF NON-CLIENTS RETURNED TO PRISON	36	26	27	38	26	29	20	19	8	26
PERCENT OF CLIENTS RETURNED TO PRISON	0	100	25	31	22	28	13	15	6	19

an overall return rate of Vocational Rehabilitation clients of 19 percent and an overall return rate of non clients of 26 percent.

Although these figures are encouraging, the difficulty of determining the cause of this decreased return rate for Vocational Rehabilitation clients must be pointed out. The data presented in Table 15 does not allow a determination of whether this reduced return rate is a result of Vocational Rehabilitation services or the selection procedures.

Evaluation of Psychiatric and Psychological Effectiveness

The original application expressed an intent to perfect a Q sort technique to be utilized in a determination of the effect of psychological therapy in changing self attitudes of the clients. During the first few months of project operations, several different Q sorts were developed. Each of the forms of the Q sort was field tested at the Oklahoma State Reformatory.

The field tests were designed to provide validation information regarding the Q sort. A further purpose of the field tests was to provide information regarding comparability of results of this technique when used individually and in groups and when used as a card form or as a questionnaire form with this population. The wide range of intellectual abilities and educational achievement found in this population made the construction of an effective Q sort for all clients impossible. A review of the tables presented earlier in this chapter on intellectual and academic factors reveals that although the majority of clients were of about normal intelligence and had sufficient education to complete a Q sort, a fairly large number were very restricted in these factors and a smaller number rated much above average.

On the basis of the field tests of the Q sort, the feeling developed that the use of this technique on this population would not be effective in determining changes brought about by psychological therapy. The population of a study using this technique would have been so restricted that generalization would have been impossible. For these reasons the Q sort tech-

nique was abandoned. Another attempt to achieve, in some measure, this phase of the study involved a review of the psychological summary of each case that had received therapy. These summaries were made at the time the client was discharged from the institution or when the therapy sessions were terminated. The data derived from this source is limited in its usefulness by factors of subjectivity, and by having the ratings made by the same person who conducted the therapy.

Attempts were made to provide a control group situation within the project environment. This was to have involved a small group of inmates judged to have little or no rehabilitation potential who would receive rehabilitation services. Each of these was to have been matched on the basis of age, psychiatric classification, intelligence, socioeconomic background and length of sentence with an inmate not receiving services. The project staff, with the exception of the psychologist and project director, were not to know which clients were in this "poor risk" group.

Criteria for selection of the "poor risk" group were established and in the screening procedure inmates were selected to complete these groups. Keeping the other project personnel uninformed about who comprised the "poor risk" group proved impossible. Even requiring the psychologist to write two evaluation reports, one to be kept by the project director revealing the "true" feelings of the psychologist and the other to be kept with the case record and giving picture of the person slanted toward his strengths, failed to be effective.

In the majority of instances the counselors refused to accept these individuals on their caseload. In those instances in which "poor risk" candidates were accepted, the services which the client needed were not available in the project. Accordingly the "poor risk" project was not effective.

Employment

Securing employment for the clients did not prove to be a major problem of this project. The two areas in which obtaining employment did present difficulties were in those instances in which the employer had to

be bonded and in those organizations in which definite written policies existed prohibiting the employment of felons.

The experiences of this project verify the findings of Ryan, Webb and Mandel* on the hiring practices of Minnesota business. They found only 10% of businesses responding to a questionnaire survey had written formal restrictions against hiring offenders. Sixty-four percent of the respondents expressed reluctance to hire offenders, but 62 percent were willing to discuss employment of offenders with Department of Corrections representatives. There was general agreement that offenders who had been employed performed satisfactorily on the job and in the community.

*Ryan, J. J.; Webb, R. L. and Mandel, N. G. Offender Employment Resource Survey. Minnesota Corrections Department, St. Paul. 1966.

Chapter IV

OBSERVATIONS

A careful examination of the data contained in the preceding chapter leads to certain interesting conclusions. These are, however, based on the program of services and the correctional institution outlined in earlier chapters. How applicable these conclusions are to other states is yet to be determined. A comparison of the information contained in this report with that from other similar projects, as that information becomes available, will help to clarify this area.

The most significant finding from this study is that many public offenders can be rehabilitated. The rehabilitation of the group of individuals, as accomplished in this program, required some changes in the traditional philosophy and concepts of both the rehabilitation agency and the institution. The number of successfully rehabilitated individuals expected from this disability group may not be as high as for the general program. However, it is probably no lower than for many of the other specialized groups with which rehabilitation is currently working.

Experience in working with this group leads to better selection procedures. In the study reported here the number of referrals declared ineligible for services decreased consistently. An improved procedure for selecting referrals undoubtedly accounted for much of this decrease. Also the improving knowledge of the counselors and their increasing willingness to accept the more borderline cases was a factor.

No hard and fast selection criteria or cut off points can be specified. It must be remembered that the public offender is an individual. While there are certain characteristics that seem to be more prevalent among this group, the individuals comprising the group cannot be treated solely on the basis of these characteristics. The selection criteria must remain flexible and must be used only as guidelines.

Selection procedures for clients from correctional institutions need to be carefully evaluated on a periodic basis. A comparison of selection of the data concerning characteristics of accepted and rejected referrals with the information on rehabilitated and non-rehabili-

tated individuals, indicates, in many instances, that the selection procedures did not correspond with the factors relating to successful rehabilitation. For example, the younger individuals have a better chance of being accepted into the project; whereas, older inmates have a better chance of being rehabilitated. As another example the data accumulated on selection procedures shows that the individuals with a higher IQ tend to be the ones who are accepted in the project. The information presented on the GATB test scores indicates that these are the individuals with the smaller probability of successful rehabilitation. The intelligence factor may well be related to the role of the psychologist. Since most individuals accepted for services were expected to undergo psychological therapy, the evaluation by the psychologist tended to emphasize the strengths of the more verbal and more intelligent client.

Another definite conclusion that can be reached from the study of the data presented in Chapter III, is the necessity for avoiding excessive change in personnel. An examination of the reasons for closures in a not-rehabilitated status shows that the major factor was "not cooperative." "Not interested" constituted the second most numerous reason for closure and the third major reason was "loss of contact." Great difficulty was experienced in maintaining a consistent program of services when personnel changes occurred. This lack of a consistent program contributed to the decreased motivation and unwillingness of the inmates to cooperate. During the course of the project, changes also occurred in the follow-up counselors. These changes were followed almost invariably by a large number of clients who could not be located and were closed for this reason.

More provision needs to be made for maintaining the same personnel in working with these clients. In those instances where it is not possible for the same person to be involved in the complete rehabilitation of the individual, a more careful and adequate method of transferring the case from counselor to counselor needs to be devised.

Another conclusion that can be reached from the data of this project is that the provision for services for this group of people is not expensive in terms of case service money. The major expense for the public offender in an institutional setting is within the coun-

seling and guidance area and the provision of adequate and well-trained personnel to provide the program of services needed. The cost of services provided is a function also of the amount of services which can be provided by the institution. In a well equipped institution with adequate medical facilities the cost of surgery, treatment and prosthetic appliances should be very small. With adequate vocational training facilities available inside the institution, the cost for vocational training should also be small. Within this particular project the vocational training program was not adequately staffed or equipped to provide the degree of training required and as a result, the cost for tuition and supplies and maintenance and transportation was higher than would be anticipated with a better equipped and staffed training facility. Medical facilities were also inadequate causing an increase in case service costs in this area.

Long programs of vocational training after the inmate has left the institution do not seem to be conducive to successful rehabilitation. This conclusion has been verified by many of the projects reporting on training of inmates. The Oklahoma Reformatory Program found similar results and the South Carolina Project on Rehabilitation of Public Offenders also indicated that the prognosis for successful rehabilitation was not good for long term training programs.

The psychological prognosis done at time of acceptance seemed to give a reasonable prediction of outcome of rehabilitation and of the results of a training program. This was particularly true in regard to the extremes of the classification system. The prognosis made by the psychologist at the time of acceptance was not quite as accurate in predicting training success or failure as in predicting whether or not the individual would be rehabilitated. It may be concluded that the psychologist is an essential member of the rehabilitation team.

The information on marital status indicates that the individual who had a family dependent on him was less likely to complete a training program or be rehabilitated than the person responsible only for himself. Many factors were identified which were related to this finding. In some instances poor planning on the part of the rehabilitation agency resulted in placing these individuals in long term training programs. The

pressures coming from the family often resulted in the client's failure to complete training or the rehabilitation plan. In other instances the financial security provided the family by public or private assistance agencies made it seem more advantageous for the client to return to prison in order that his family could continue to be eligible for this financial security.

The results of the General Aptitude Test Battery are interesting in that they are in the opposite direction of what would be anticipated from a study of the general caseload of a rehabilitation agency. The not-rehabilitated client tends to score higher on most areas of this test than does the rehabilitated client. The objective of Vocational Rehabilitation is to assist handicapped individuals to reach the highest possible level vocationally, socially, and economically. The Rehabilitation counselor who provided services to an individual with superior aptitudes and abilities, planned with that individual to achieve the highest goal of which he was capable. This type of plan ordinarily required an extended period of vocational training after the individual left the institution. As has repeatedly been shown by research and demonstration programs, this type of individual ordinarily does not remain in a long-term vocational training program. As a result the type of planning which was done inside the institution often resulted in placing the individual in a situation in which he was likely to fail.

Planning a lesser vocational goal for these individuals was also, in many instances, self-defeating, in that the client did not realize his potential and as a result was dissatisfied and unhappy with the vocation selected. The result of this kind of a dilemma has been that the services provided by Vocational Rehabilitation were, for some individuals, ineffective in helping them to achieve their vocational goal.

Both the Oklahoma State Penitentiary and the Vocational Rehabilitation Division have recognized the problems inherent in this situation and have taken steps to improve the vocational training program within the institution. The results of this planning program will be presented in the next chapter of this report.

Table 15 in Chapter III presents some interesting information. A review of this table shows that the percentage of Vocational Rehabilitation clients who have been returned to the institution has been con-

sistently smaller than the percentage of non-clients returned to prison. As was pointed out in the discussion of the table, it is impossible on the basis of the data currently available to determine whether this reduced return rate is a function of the selection procedures used in determining Vocational Rehabilitation clients or a function of the services provided. It is likely that both factors play an important role. In evaluating this information, the data presented in Table 6, is significant. This table indicates that 38% of all clients had a psychological prognosis designated as poor and 21% of all rehabilitated clients were also given a prognosis of poor on the basis of the psychological examination done at time of acceptance.

Certain areas within project operations created specific problems for the staff. Certain of these were particularly significant.

The first was the lack of recognition on the part of the Vocational Rehabilitation Agency of the size and extent of the problem involved. As a result of this lack of recognition the project was continuously understaffed and it was not until it had terminated that plans were made to provide sufficient staff to begin to more fully meet the needs of the correctional rehabilitation program. There was also a failure to realize the effects of the geographical distances within the Penitentiary subdivisions. Because of the geographical separation of certain units of the Penitentiary, the project staff encountered great difficulty in keeping up with the clients who were transferred from one unit to another. Sufficient staff was not available to provide services at each of the units involved and thus when it became necessary for the institution to transfer a client to one of the outlying units, the services had to be provided on an itinerant counselor basis. This made it impossible to continue psychological therapy and the other types of programs which were planned for the inmate.

The second major problem encountered was a lack of effective communications between Institutional personnel and Rehabilitation personnel. Although communications at the local level appeared to be fairly good and improved throughout the duration of the project, communications on the administrative level were never sufficient to make possible the kind of constructive criticism and planning that was needed for an

ongoing and improving program. As a result many problems which were minor in the beginning developed into serious obstacles before they could be remedied by proper administrative decision. Part of the difficulty in this respect was due to the geographic separation of the heads of the agencies involved. Attempts were made throughout the period to overcome this problem by creation of various types of liaison committees to study problems originating within the program and to bring them to the attention of the administrative authorities. These endeavors were not, however, markedly successful.

Conclusions

The number and kind of clients served must be a function of the kind and amount of services available. The experience with the "poor risk" group failed largely because the type of individuals who fell in the poor risk category were those who needed extensive services over a long period of time. Since these services were not available, the counselors were reluctant to accept the individuals as clients and, even when they did so, were unable to provide the services which would hopefully have resulted in their rehabilitation.

The last area which the project suggested was the necessity for a total commitment by all agencies concerned. From time to time during the term of the project the different agencies seemed to vacillate between a kind of all-out commitment to the rehabilitation of the public offender and a type of retreat from this kind of program. This resulted in an inconsistency which interfered with the rehabilitation of these individuals.

Chapter V

FUTURE OF THE PROGRAM

Prior to the termination of the project, the decision was made to continue the program of services as an ongoing part of the Institutional and Vocational Rehabilitation Program. Experience gained during the demonstration phase pointed out the need for certain changes and modifications.

Activities currently being carried out represent the necessary first step in these changes. The plan for these activities is described as follows.

Proposal for Establishing a Vocational Rehabilitation Facility at Stringtown

A Satellite of the Oklahoma State Penitentiary

BACKGROUND

The Oklahoma State Penitentiary and the Division of Vocational Rehabilitation of the State Board for Vocational Education recognize the need for and are mutually interested in providing improved rehabilitation services to inmates confined to the Penitentiary.

The Penitentiary and the Division have worked closely together for several years. An application to the Vocational Rehabilitation Administration for a research and demonstration project to establish an integrated method for providing institutional and follow-up rehabilitation services to eligible Penitentiary inmates was submitted and approved in 1963. The grant was to have terminated on March 1, 1967, but a four month extension to June 30, 1967 was granted due to the biennial meeting of the Oklahoma State Legislature. The extension was requested primarily for the purpose of giving the Division and the Penitentiary sufficient time to work with the State Legislature in securing adequate state funds to continue and improve the program of services developed under the research and demonstration project.

Progress has been steady since the research and demonstration project started despite a multitude of problems. An expanded testing program has improved the screening process for selecting clients for services, and group counseling has proved to be a useful tool for client self-assessment. The principal weakness of the rehabilitation program from its initiation has been the lack of adequate vocational training. Only "on-the-job" opportunities are available at the Penitentiary, and an extremely limited vocational train-

ing program is in operation at Stringtown, a satellite of the Penitentiary.

Realizing that vocational training was a necessary element in the rehabilitation process, the Division and Penitentiary submitted a project development application for the purpose of studying the feasibility of establishing a vocational training program as an integral part of the existing rehabilitation program. The project development application contained the following aims and objectives:

1. Determination of the feasibility of establishing a vocational training program as an integral part of the rehabilitation program.

2. Development of an improved program of vocational training.

3. Preparation of preliminary schematic drawings of the required facility.

4. Preparation of recommendations for implementation for the next Oklahoma State Legislature.

The study conducted under the project development grant revolved around comprehensive planning for a total program of rehabilitation services to serve a maximum number of inmates. Although the project development study is not yet complete, there has been sufficient discussion, planning and information gathered to enable the Division and the Penitentiary to make certain decisions regarding the future program of rehabilitation services they would like to initiate in the Penitentiary.

The physical facility at the main institution, where the current rehabilitation program is being conducted, is not conducive to carrying on an adequate rehabilitation program because of the lack of space. Realizing that it was impractical to think about planning toward developing a program of vocational training within the main institution, the project team devoted its time to exploring possibilities of relocating the present rehabilitation program along with the proposed vocational training facility in a location outside the main institution.

Two possibilities were thoroughly explored: (1) constructing a new medium security institution to house the rehabilitation program, including vocational training areas, on a sixty acre tract owned by the Penitentiary on the south

side of U. S. Highway 270 in McAlester; and (2) renovating a minimum security satellite institution located some forty miles south of the main institution at Stringtown, Oklahoma.

It was agreed that the cost of building an entire facility would be prohibitive, and that the wiser choice would be to renovate the existing institution located at Stringtown, even though its remote location might make it difficult to hire professional staff.

As a result of this study, and the experience gained through the research and demonstration project, the Division and Penitentiary are now of the opinion that the two agencies are in a position to initiate a permanent program of rehabilitation services in the Penitentiary. The following application which requests funds to establish a vocational rehabilitation facility at Stringtown depicts the program of services the Division and the Penitentiary propose to initiate and describes the method by which the program will be financed and operated.

PURPOSE AND NEED FOR PROPOSED FACILITY

The Division and the Penitentiary propose to establish a comprehensive vocational rehabilitation facility at the Penitentiary's satellite institution at Stringtown, Oklahoma. This facility, hereinafter referred to as Stringtown, was originally a Boy's Training School, later a Prisoner of War Camp, and is currently designated as a Vocational Training School.

The purpose of the proposed facility is to provide improved rehabilitation services to inmates confined to the Penitentiary who are suffering from physical or mental disabilities.

Research and experience have shown that many of the inmates confined to the Oklahoma State Penitentiary are in need of and can profit from rehabilitation services but have been denied the opportunity because of the lack of adequate facilities, programs of services, and staff to adequately serve them. The present rehabilitation services provided by the Penitentiary and the Division have, to some degree, helped many adult offenders attain at least some level of psychological, social and vocational competence and independence; however, both agencies realize that their respective programs are inadequate in many areas. Both agencies agree that neither agency independently can provide sufficient services to the inmate which would enable him to take his place in society as a productive, taxpaying citizen.

Both agencies do agree, however, that by combining their services and resources into a comprehensive program of uninterrupted services, it will greatly increase each inmate's chance for total rehabilitation. It is reasonable to expect that the proposed program of services will contribute to the State's overall program of vocational rehabilitation services to this disability group, as well as, substantially increase the number of individuals to be served.

Specifically, the plan involves: (1) designating the satellite institution located at Stringtown as a rehabilitation facility for the public offender to be operated jointly by the Division and the Penitentiary; (2) transferring of state funds to the Division by the Penitentiary for rehabilitation purposes; (3) remodeling, altering, and expanding the existing Stringtown facility to house the proposed program of services; (4) purchasing of necessary equipment; and (5) providing additional treatment, counseling and training staff.

ORGANIZATION AND ADMINISTRATION OF THE PROPOSED FACILITY

The proposed program of rehabilitation services will be administered jointly by the Division and the Penitentiary. The Division will be administratively responsible for training, treatment and other rehabilitation services provided in the facility, and the Penitentiary will be responsible for security and maintenance of inmates accepted into the facility.

The Division will designate a program director who, under general supervision of the Division, will direct and supervise vocational rehabilitation services provided in the facility.

The Penitentiary will designate a correctional officer with the rank of captain who, under general supervision of the Penitentiary, will direct and supervise security and maintenance in the facility.

In order to insure maintenance of effective administrative relationships and adequate program evaluation and review, two committees will be established as follows: *Steering Committee-* to be composed of supervisory personnel representing the State Board of Affairs, the Oklahoma State Penitentiary, the Pardon and Parole Department, and the Vocational Rehabilitation Service. Members of this Committee will serve as liaison persons between the "program" and their respective agencies or institutions. This Committee will meet monthly, and

oftener, if needed, upon the request of the Division and Penitentiary. The responsibilities of the Committee will be:

1. To develop an institutional and post-institutional team to provide adequate rehabilitation services to those inmates accepted in the program, and give the necessary support and direction to the program to enable it to operate effectively.

2. To establish controls and procedures that will effect satisfactory execution of the rehabilitation program.

3. To explore and report areas and resources for further cooperative efforts.

4. To review and evaluate working relationships and operating procedures and offer recommendations for improvement.

5. To keep formal minutes of all meetings and transmit same to the heads of the institutions and agencies involved.

Review and Policies Committee- composed of the Warden of the Penitentiary, Director of the Division, Chairman of the Oklahoma State Board of Public Affairs, and Director of the Pardon and Parole Department, shall meet quarterly or oftener, if conditions require, upon the call of the Division and Penitentiary. This Committee will have the following responsibilities:

1. To review progress.

2. Make needed revisions in policies and plans.

OPERATIONAL PLAN

In setting up a program of this type and scope, it is recognized that certain services to the inmate confined to the Penitentiary can legally be the responsibility of both agencies. The very nature of the problem and the common objective make this so. It is believed that the proposed program will provide a continuous and uninterrupted service through "common areas" without duplication or en-

croachment of one agency on the legal responsibilities of the other. It should mean an enrichment of the separate programs of each agency and save substantial sums of public money.

The very nature of this program is designed to facilitate two agencies working together in a team effort. The two agencies will be jointly responsible for exploring and determining the need and the eventual placing in operation of a functional program.

The plan as envisioned includes two separate units or programs, but so related as to provide continuous and uninterrupted services.

Penitentiary Services

The primary control and responsibility of this part of the total program is vested in the Penitentiary. Activities which are currently, traditionally, and legally the function of the Penitentiary (not specifically assigned to the Division as enumerated herein) will be the responsibility of the Penitentiary.

Vocational Rehabilitation Services

The operational aspects of the program, as they relate to that phase of the total program which are currently, traditionally, and legally the functions of the Division, will be the responsibility of the Division.

Referrals to the Facility - Referrals to the facility will be restricted to inmates accepted by the Division as rehabilitation clients. All incoming inmates will be screened and evaluated by Division and Penitentiary staff members at the main prison, and a recommendation for transfer to the Stringtown Rehabilitation facility will be made to the Penitentiary Classification Committee if it is felt that the individual is in need of and can profit from the services offered in the facility.

Exclusion of Clients from the Rehabilitation Program - A client may be removed from the program at any stage of this evaluation or training if it is felt that his training will not make him employable, or if his behavior is such that it might be detrimental to the well-being of other clients or of the program. Exclusion of the client will result only upon the recommendation of the staffing committee which will be composed of both Division and Penitentiary personnel.

Operating Policies - Participating agencies will be governed by the normal operating procedures of the respective agencies where no special provisions have been made.

Conflicting Policies - In case of conflicting policies an agreement will be sought through a meeting of representatives of the two agencies at whatever level of authority that might be required.

Changes in Plan - It is highly unlikely that any comprehensive program such as this could be developed without later needing revisions. Therefore, any needed changes in procedure may be made by representatives of the two agencies at whatever level of authority that might be required by each agency.

Program of Services

The program of services to be provided in the rehabilitation facility will consist of vocational evaluation, treatment, training, work adjustment, and follow-up. In essence, it will represent a considerable expansion and improvement of the existing penitentiary rehabilitation program, particularly in the areas of training and treatment. The objectives of the rehabilitation program will be (1) to evaluate the inmate's vocational rehabilitation potential, (2) to help bring about a beneficial change of his general attitude, (3) to provide him with training whenever feasible, and (4) to develop a rehabilitation program for him when he leaves the institution. In short, the inmate's personal attributes and liabilities will be assessed in the most complete manner possible in order to plan an institutional and post-institutional rehabilitation program which will help him to become a law-abiding and responsible citizen rather than a recidivist.

Vocational Evaluation

All incoming inmates at the Penitentiary will be administered the General Aptitude Test Battery and other selected tests and will be considered for services on the bases of eligibility and feasibility. Those who are selected as clients will undergo further vocational and psychological testing to determine the best possible program for them. When testing and counseling indicate a specific trade and it is available at the rehabilitation facility or at one of the Penitentiary institutions, every effort will be made to place the client in this program.

Treatment

Treatment services to be provided in the facility will include vocational rehabilitation counseling, psychological counseling, social work, and psychiatric consultation.

Rehabilitation Counseling

Individual - Following screening and establishment of eligibility, the vocational rehabilitation counselor will interview the inmate primarily to explain the purpose and procedures of the rehabilitation program and to try to work out a vocational objective on the basis of test information. Several sessions may be necessary before a feasible plan can be initiated which will fit the inmate's needs and be in accordance with his abilities. The frequency of further individual vocational counseling during the inmate's incarceration will depend upon the particular situation. Generally, these sessions will be concerned with revisions of the institutional program, work and social adjustment, and post-release planning.

Group - The vocational rehabilitation counselor, after receiving training, will, whenever possible, hold formal group counseling sessions on a regular basis. They will be oriented primarily toward helping the inmate work out social and vocational problems and helping him develop a more realistic self-assessment.

Psychological Counseling

Individual- Individual psychological counseling will be available in cases where testing reveals a serious need for therapy. However, experience has shown that individual therapy in a correctional institutional setting is limited by several factors. The first of these is the requirement of a great number of professional man-hours which will benefit only a few individuals. Secondly, it is felt that many inmates will not be in the Penitentiary long enough to become involved in a deep therapeutic relationship. A third factor concems the nature of the emotional disability experienced by a majority of inmates. Psychopathic character disorders ordinarily respond very slowly to therapeutic treatment, and, consequently, demand a great amount of time with a minimum of positive prognosis.

Group- The emphasis on psychological treatment will be placed primarily on group therapy where more inmates may be seen with less expense of professional man-hours. Generally, these sessions will be less structured and require more personally involved participation than the rehabilitation counselor groups. Although the psychologists will have their offices at the main prison, they will spend time working with clients at Stringtown.

Social Work- A social worker will be employed and, in addition to his normal social work practices, will

work with other state agencies in (1) requesting, securing and evaluating social histories taken on inmates and their families by local field workers, and (2) arranging for post-release support for inmates when circumstances require it.

Psychiatric Consultation

A psychiatric consultant will be available to supervise the treatment program and to help the staff have a better understanding of the person with whom they are working.

TRAINING

It is envisioned that, in time, training programs will be developed in several vocational training areas; however, due to the newness of the program and the amount of planning time required to adequately establish a vocational training program, training will be restricted, during the first year, to (1) heavy equipment operation; (2) heavy equipment mechanics; (3) carpentry; (4) plumbing; (5) electricity, including motor rewinding and refrigeration; (6) painting; (7) brick masonry; (8) dry cleaning; (9) laundry; (10) cooking and baking; (11) meat cutting; and (12) auto mechanics. These training programs are already in operation, but heretofore training has consisted primarily of performing maintenance tasks in the institution. It is planned to improve the existing training programs by drawing up training outlines, purchasing new and needed training equipment, and by attempting in every way possible to improve instruction. The Division will continue to employ the present instructors and will give them the opportunity to take refresher courses in their fields and to receive training in teaching methods. If they are subsequently unable to perform their duties satisfactorily, they will be replaced by qualified instructors.

Anticipated training courses to be established at a later date include: body and fender repair, radio and television, furniture upholstery and other primary trades that would offer employment opportunities to the released inmate.

FOLLOW-UP

Since the ultimate goal in rehabilitation of the public offender is a satisfactory adjustment in the community, the importance of follow-up counseling cannot be overestimated. Some of the diverse areas of follow-up counselor-client involvement are: locating employment opportunities, public relations in the community, job placement, "on-the-job" training assignments, private and public academic and vocational training programs, finding adequate living quar-

ters, providing maintenance funds for necessities, working with other agencies such as the Department of Public Welfare and the Pardon and Parole Office for the client's benefit, and offering counseling and advice to the client as he faces myriad problems while experiencing the very difficult transition from a structured to a relatively unstructured environment. The follow-up counselor presently working in the Penitentiary program has a very large caseload which prevents him from serving each client adequately. It is planned, therefore, to increase the follow-up staff by at least one new counselor. In addition to the two follow-up counselors working in the program full time, the entire staff of the Division, consisting of over 100 counselors, will assist in the follow-up aspect of the program.

STAFFING OF THE PROPOSED REHABILITATION FACILITY

Staffing of the facility will be accomplished through transfer of state funds from the Penitentiary to the Division. These funds will be matched on a 3 to 1 basis with federal funds, which will make up the budget from which the program of rehabilitation services will be operated. The amount of state funds to be transferred to the Division will be determined by the Division, Penitentiary, and the Oklahoma State Board of Public Affairs each year. The amount to be transferred will determine the scope of the program and the number of inmates to be served. The sum of $70,000 has been agreed upon as being the minimum amount required to establish and operate a basic rehabilitation program in the Penitentiary, and the amount of state funds transferred to the Division shall not be less than this figure.

Personnel to be employed by the facility will include 4 rehabilitation counselors, 1 program supervisor, 2 follow-up counselors, 1 recreational director, 2 psychologists 1 part-time psychiatrist, 4 secretaries, and 12 vocational instructors.

PHYSICAL PLANT

The program of rehabilitation services will be conducted in both the main institution and at the Stringtown facility. Since only screening and diagnostic procedures will be provided at the main institution, it is felt that the physical facilities at the main institution are adequate for this

service, and, therefore, funds requested in this application for renovation, alteration and expansion are being requested only for Stringtown where the major portion of the rehabilitation program will be housed.

Existing Facility

Stringtown is a minimum security satellite of the Penitentiary, located approximately forty miles south of the main institution. The facility was originally a Boy's Training School, later a Prisoner of War Camp, and more recently has been designated as a Vocational Training School. In actuality, however, most of its 200-man population consists of elderly inmates who are good security risks, and men who operate and maintain the Penitentiary's cattle and farming operations on adjacent state land. Five vocational schools are in operation, but very few inmates are enrolled, and training consists primarily of performing maintenance tasks in the institution.

The total complex consists of four dormitories which have a maximum capacity of four hundred men. In addition to the dormitories, there exists an administration building, a a boiler and laundry building, a gymnasium, two training buildings, a kitchen and dining hall, a visiting building, a chapel, and a garage used for institutional vehicles.

As previously mentioned, the cooperating parties propose to designate Stringtown as a rehabilitation facility. In order to ready the facility for the proposed program of rehabilitation services, certain renovation, alterations and expansion will be required to the existing facility. There will be two renovation programs required: (1) renovating the facility from a minimum security institution to a medium security institution, which the Division cannot participate in financially, since this is considered to be security and maintenance, and (2) renovation of the training and treatment areas, which the Division will participate in financially, since training and treatment falls in the area of rehabilitation services.

Renovation to Be Provided by the Penitentiary

Since many of the inmates who will be accepted into the rehabilitation program will have been in the institution for less than thirty days and will not be on trustee assignments, it is deemed necessary, for security purposes, to change Stringtown from a minimum to a medium security institution. In order to accomplish this, it is proposed to surround the facility with a wire fence topped with barbed

wire, thus, converting the facility to a medium security institution. It is estimated that the cost of this portion of the required renovation will be $30,000. The Oklahoma State Board of Public Affairs has agreed to permit the Penitentiary to utilize bond and/or medical research money for this expenditure.

Renovation to Be Provided Cooperatively by the Division and Penitentiary

In order to accommodate the proposed training program, it will be necessary to renovate three existing buildings, expand one building, and build on to an existing foundation and concrete slab. The existing buildings were constructed in 1931 and 1932.

The first building to be renovated is the vocational building which will house the Body and Fender Shop, Machine Shop, Electrical Shop, Plumbing Shop, Paint Shop, Carpentry Shop, Refrigeration Shop, Electronic Shop, Welding Shop, Transformer Room, Projection Room, Office, Classrooms, Storage and Rest Rooms.

The space to be renovated consists of some 20,725 square feet. The space is currently being utilized as a Vocational Training Center. It is difficult to determine the original cost of the existing structure, since it was built by inmate labor. The Oklahoma State Board of Public Affairs has assessed the value of the building at more than $125,000. The building has a life expectancy in excess of 25 years.

The second building to be renovated is the Welding and Plumbing Shop Building which will house the Brick and Masonry Shop, Classroom, Tool Room and Rest Room. The building is presently being used as a welding and plumbing shop. The space to be renovated consists of 1,407 square feet. It is also difficult to determine the original cost of this building, because it, too, was constructed with inmate labor. The building is estimated to have a present value of $15,000 by the Oklahoma State Board of Public Affairs, and the building has a life expectancy in excess of 25 years.

The third building to be renovated is the Power House Building which will house the Boiler Room, Laundry and Dry Cleaning Rooms. The building is presently being used as a Boiler Room and Laundry Room. The space to be renovated consists of 4,228 square feet. It is also difficult to determine the original cost of this building, because it, too, was constructed with inmate labor. The building is estimated to have a present value of $40,000 by the Oklahoma State Board of Public Affairs, and it has a life expect-

ancy in excess of 25 years.

The building to be expanded is the Kitchen and Dining Area. The new addition will house a walk-in cooler and a meat processing area. It is difficult to determine the original cost of the existing building because it was constructed with inmate labor. The building is estimated to have a present value of $300,000 by the Oklahoma State Board of Public Affairs, and it has a life expectancy in excess of 25 years.

The building to be built on the existing foundation and concrete slab will be used as an Auto Mechanic Training Shop. The new construction consists of 2,800 square feet. The cost of the existing foundation and concrete slab is estimated to have a present value of $5,000 by the Oklahoma State Board of Public Affairs, and it has a life expectancy in excess of 25 years.

Proposed Renovation

Vocational Building- - It is proposed to renovate the vocational building to house the majority of the vocational training areas and academic subjects which are to be taught in conjunction with the inmates' rehabilitation program. The primary reason for selecting this particular building to house the training program was due to the amount of space in the building and existing facilities. The proposed renovation of the existing structure includes:

1. Remove existing roofing, repair roof deck and install new roof on entire building.
2. Install new suspended ceiling with new fluorescent lights in each area.
3. Install new plumbing facilities in new rest rooms.
4. Install new brick partitions to create work and office space.
5. Install five new 9' x 8' overhead doors, replace one 6' x 7' sliding door. Replace three 3' x 6'8'' hollow core doors. Install eleven new 3' x 6'8'' hollow core doors. Install three new 3' x 6'8'' steel exterior doors.
6. Remove twenty-three windows and brick up openings.
7. Install thirteen windows in new exterior walls.
8. Install 3' x 8' glass in walls between class-

rooms and shop areas.

9. Install 165' of new 10'' cavity brick exterior walls.
10. Install J rafter roof from new walls to existing building.
11. Build two concrete loading docks, one set of concrete steps and one large concrete ramp.
12. Remove old transformers and install three new 50 KW transformers.
13. Install new electrical outlets of 110 and 220 volts as needed for various machines.
14. Plaster 165' of existing brick wall that is defaced.
15. Paint all areas, walls and floors.
16. Install new concrete floor and new brick wall between body shop and machine shop area as shown on the schematic drawing.
17. Install new space heaters.
18. Install new filter system, exhaust fan and explosion proof lights in the spray paint booth.
19. Install five exhaust fans in roof for building ventilation.
20. Install new steel rack on Transformer Room for secondary electric service.

Brick and Masonry Shop- It is proposed to renovate the Welding and Plumbing Shop Building to house the Brick and Masonry Shop, Classroom, Tool Room and Rest Room. The primary reason for selecting this particular building to house the Brick and Masonry Training Program was due to this building being of adequate size for this particular function. The proposed renovation of the existing structure includes:

1. Install 40 feet of brick walls with glass observation area.
2. Install new suspended ceiling and new lights in all areas.
3. Install floor tile in the classroom.
4. Install new electrical outlets as needed.
5. Paint entire area.
6. Brick up 7' x 8' door opening.
7. Install new electrical distribution panel with necessary wiring for lights and outlets.

Dry Cleaning, Laundry and Boiler Room-
It is proposed to renovate the present power house to

house the Dry Cleaning, Laundry and Boiler Room. The primary reason for selecting this particular building to house the Laundry and Dry Cleaning training program was due to this building being presently equipped with steam generating equipment and laundry equipment. The proposed renovation of the existing structure includes:

1. Install 32' of brick wall with glass observation areas and new door.
2. Repair soffit under the eaves of the building.
3. Paint all walls and floors.
4. Install new lights and electrical wiring.
5. Install new electrical outlets.
6. Install new electrical distribution panel.

Meat Processing and Walk-In Cooler Rooms

It is proposed to build a 14' x 32' addition to the kitchen and dining area to house the Meat Processing and a Walk-in-Cooler, complete with meat hooks and truck, large enough to house swinging beef.

The expansion will be built with 10" brick cavity walls, flat roof, insulated walk, floor and ceiling in the walk-in cooler. The walk-in cooler shall have a temperature of 0° F. New ceiling, lights, unit heater and new concrete floor will be installed in the meat processing room.

Auto Mechanic Shop- It is proposed to construct new walls and roof on the existing concrete slab and foundation to house the Auto Mechanic Training Program. The primary reason for selecting this particular slab and foundation on which to construct walls and roof to house the Auto Mechanic Shop was due to the size and location within the vocational area. The proposed renovation of the existing structure includes:

1. Building new 10" cavity brick walls.
2. Install new roof.
3. Install eight 8' x 9' overhead doors.
4. Install 42' of brick wall partitions to form classroom, rest room and tool room.
5. Install sixteen windows in exterior walls.
6. Install two exterior metal doors.
7. Install two interior metal doors.
8. Install new ceiling, lights and outlet plugs in the classroom.
9. Construct work benches.
10. Install all plumbing equipment in rest rooms.
11. Install lights, outlets and new electrical

distribution panels in the shop areas.

12. Paint all doors, window frames, floor and walls.
13. Install ventilating fans in roof.
14. Install 2' concrete apron across front of building.
15. Install new unit heaters.

The purchase of necessary materials to complete the proposed renovation, alterations and expansion will be made by the Penitentiary through funds made available to them from the Division obtained through this application.

It should be noted that the renovation, alterations and expansion of the existing facilities will be done primarily by the inmates enrolled in the various vocational training courses as a class project under the supervision of instructors and Penitentiary officials.

EQUIPMENT

Equipment to be purchased in the facility has been specifically selected for evaluation and training of this particular disability group. The purchase of the equipment will be made by the Penitentiary, and title of such equipment will remain with the Penitentiary. The purchase of equipment will be made in accordance with state and federal regulations. If, for some reason, the facility should discontinue operations, the penitentiary will utilize equipment being requested in the application for rehabilitation purposes or transfer it back to the Division for redistribution to another rehabilitation facility. Purchasing of equipment will begin immediately upon funding of the project in order to initiate the training areas as soon as possible.

It should be noted that equipment is not being purchased for all training areas at this time. A new application will be submitted during the next fiscal year to purchase that equipment which is not included in this application.

BUDGETING AND FINANCING OF PROPOSED FACILITY

Financing of the proposed program will be as follows: Required staff and case service funds will be accomplished through transfer of state funds to the Division by the Penitentiary, which will be matched with federal funds.

Estimated Cost:	State Funds Transferred by the Penitentiary	$ 70,000.00
	Federal Funds	210,000.00
	Total	$280,000.00

Renovating the facility from a minimum to a medium security institution will be accomplished through bond and/or medical research money made available to the Penitentiary by the Oklahoma State Board of Public Affairs.

Estimated Cost:	$30,000.00

Required renovation and expansion of the existing facility to house the rehabilitation portion of the program and purchasing of necessary equipment for evaluation and training purposes will be accomplished by the Penitentiary providing twenty-five percent (25%) of the total cost and the Division providing seventy-five percent (75%) of the total cost. The Penitentiary's 25 percent will come from state bonds and/or medical research funds made available through the Oklahoma State Board of Public Affairs.

Estimated Cost:		
Renovation -	Penitentiary Funds	$15,007.00
	Federal Funds	45,018.00
	Total	$60,025.00
Equipment -	Penitentiary Funds	$ 5,940.00
	Federal Funds	17,822.00
	Total	$23,762.00

FISCAL CONTROLS, RECORDS AND REPORTS

It is understood and agreed that the financial obligation of the Division shall be limited to seventy-five percent (75%) of the expenditures made under the proposed project budget for those items agreed to in the section on Budgeting and Financing of Proposed Facility of this application. These expenditures will be financed from the Division's Section 2, Federal funds of which an amount equal to seventy-five percent (75%) will be transferred to the Penitentiary for the purpose of purchasing materials

needed for renovating that portion of the rehabilitation facility to be utilized for treatment and training purposes, and for the purpose of purchasing necessary evaluation and training equipment. The Penitentiary will be responsible for purchasing the materials utilized in the renovation project and purchasing the required equipment. The Penitentiary will follow state and federal regulations in securing bids of the materials to be used in renovating the facility and purchasing of equipment.

It is understood and agreed that the financial obligation of the Penitentiary shall not be less than twenty-five percent (25%) of the expenditures made under the proposed project budget for those items agreed to in the section of Budgeting and Financing of Proposed Facility of this application. It is also understood and agreed that the Penitentiary will assume full financial responsibility of renovating the facility from a minimum to a medium security institution.

The suggested procedures regarding transferring of funds to the Division by the Penitentiary for matching purposes to employ necessary personnel to staff the facility will follow the procedures outlined in the section on Staffing of the Proposed Rehabilitation Facility of this application.

The Penitentiary, with the assistance and cooperation of the Division, will maintain adequate and separate accounting and fiscal records and accounts for the expenditures of project funds.

Upon completion of the project and submission of the final financial report, the Penitentiary will return to the Division an amount equal to seventy-five percent (75%) of the expended project funds.

The plan outlined above is being followed. Most of the renovation has been accomplished, the majority of the personnel are employed and the vocational classes are beginning to take shape. The major modification has been the creation, by the Oklahoma State Legislature, of a Department of Corrections which now has administrative authority of the Penitentiary.

The completion of this project and its incorporation into the ongoing program of the institution and division represents an additional effort on the part of the citizens of this state to develop a more effective and efficient system of rehabilitation of individuals convicted of crime. This will not be the last such effort.